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**Introduction**

Dundee City Council recognises that supporting the health and wellbeing of all our workforce is vital for the delivery of our vision for Dundee.

The Health & Wellbeing Framework 2023 - 2027 is underpinned by the Our People Strategy vision and values.



The Action Plan accompanying this Framework sets out the various initiatives, employee supports, and joint working arrangements that will be in place during the lifetime of the framework and that will support all aspects of workforce health and wellbeing.

We will also build on, and regularly review, our policies and procedures that are in place to support wellbeing in the workplace.

**Why does Wellbeing Matter?**

The events of 2020 and beyond have highlighted more than ever the importance of good health and wellbeing at work. In addition to economic, work and community disruption, these events created a new focus on the importance of workforce wellbeing. These events also shifted the expectations of the workforce in achieving a healthy work/life balance with compassion and support at the core of how we demonstrate a commitment to wellbeing across the organisation. The Our People Strategy 2022-2027 ensures that employee wellbeing is front and centre and is embedded in our culture.

The council has a large workforce with people from different backgrounds, experience, identities and needs. Our wellbeing framework and action plans will reflect this diversity and support navigation through the challenges that need addressed in order to embrace and value this diversity and support the development of effective wellbeing interventions and outcomes.

**Why have a Wellbeing Framework?**

A wellbeing framework will support the council to do the following:

• attract new people to the organisation

• engage, value, motivate and retain employees

• create a healthier, more inclusive culture

• improve support for attendance at work and lower sickness absence

• improve performance and development

• improve productivity and success

**Some Key Figures**

* **115,000 = workers suffering from work-related ill health each year: £302 million = cost of workplace injury and ill health**
* **There are an estimated 136,000 work-related ill health cases annually. The total represents a rate of 4,870 cases per 100,000 workers**
* **An average 2.7 million days are lost to work-related ill health each year, at a rate of 1.24 days lost per worker.**
* **59% of new or long-standing conditions are stress, depression or anxiety. 24% are musculoskeletal disorders.**
* **An average 0.7 million days are lost to work-related Musculoskeletal Disorders (MSD) each year, at a rate of 0.3 days lost per worker.**
* **An average 1.7 million days are lost to work-related stress, depression or anxiety each year, at a rate of 0.76 days**
* **lost per worker.**
* **An average 0.5 million days are lost to workplace injury each year, at a rate of 0.21 days lost per worker.**
* **29% of employees feel their work impacts negatively on their mental health, with 24% reporting negative impacts on their physical health.**
* **Nearly half of all employees (45%) report going to work despite not being well enough to do so. Carers and disabled workers are more likely to report such presenteeism.**
* **56% of employees experienced a health-related physical condition, while 47% reported experiencing a non-physical one.**
* **29% of employees feel their work impacts negatively on their mental health, with 24% reporting negative impacts on their physical health.**

The CIPD’s previous UK Working Lives and Good Work Index reports have shown health and wellbeing as having the

strongest relationship with job satisfaction and job enthusiasm out of all job quality dimensions. In addition to its

most direct impact on wellbeing, good mental and physical health can impact individual, and by extension

organisational, performance.

(Sources include: *LFS, annual average 2019/20-2021/22,* *HSE Costs to Britain, 2019/20, Working Lives Scotland, CIPD 2022*)

**What is a Healthy Workforce & Workplace?**

CIPD have identified seven inter-related 'domains' of employee wellbeing, guided by the principle that an effective employee wellbeing framework needs to go far beyond a series of standalone initiatives.

These are as follows:

**1. Health**

Physical health

Physical safety

Mental health.

**2. Good work**

Working environment

Good line management

Work demands

Autonomy

Change management

Pay and reward

**3. Values/Principles**

Leadership

Ethical standards

Inclusion and diversity

**4. Collective/Social**

Employee engagement

Positive relationships

**5. Personal growth**

Career development

Emotional

Lifelong learning

Creativity

**6. Good lifestyle choices**

Physical activity

Healthy eating

**7. Financial wellbeing**

Fair pay and benefit policies

Retirement planning

Employee financial support

**What will this Framework achieve?**

**1. Health**

The Framework will:

Promote best practice for all employees to support physical and mental health and physical safety. This will include access to supports and resources designed to manage, inform and guide actions for good health.

**2. Good work**

The Framework will:

Underpin activities that continue to make the council an employer of choice, and that support innovation and positive change.

**3. Values/Principles**

The Framework will:

Use clearly expressed and agreed values to develop leadership at all levels, in a way that shows appreciation and acknowledgment of the council’s diverse workforce. This will incorporate a trauma informed approach to wellbeing.

**4. Collective/Social**

The Framework will:

Support effective communication, collaboration and relationships.

**5. Personal growth**

The Framework will:

Create opportunities for personal and collective learning through formal, informal and self-directed access to learning for wellbeing.

**6. Good lifestyle choices**

The Framework will:

Support activities that foster healthy lifestyle activities.

**7. Financial wellbeing**

The Framework will:

Highlight access to financial supports, resources, advice and guidance.

**Wellbeing is Everyone’s Responsibility**

The council has a duty of care to its workforce, in addition to a legal obligation that ensures the health, safety and welfare of employees are protected. [[1]](#footnote-1)

Wellbeing at work is an organisational priority for the council. It is also a personal and individual initiative taken by those who are part of our workforce.

**The Council’s Responsibility includes:**

Legal compliance with relevant legislation

An effective approach to HR support and guidance

A supportive Occupational Health & Health Assessment and Monitoring process

A clearly articulated employee journey

Values and culture that promote wellbeing

Clear and effective employee communication and engagement

**The Manager’s Responsibility includes:**

Effective skills, knowledge and awareness of health and wellbeing

Compassionate communication and wellbeing support

Support for appropriate autonomy for teams and individuals

Active encouragement of ongoing learning and development

**The Individual Employee’s Responsibility includes:**

An awareness of their own wellbeing needs and the obligation to take personal health and wellbeing seriously

Having a positive mindset and embracing change and transformation

Developing personal resilience and embracing opportunities that support and improve personal wellbeing

**How will we measure the effectiveness of this Framework?**

We will use Employee Surveys and other engagement tools to measure wellbeing

We will use employee absence and other health assessment and monitoring data to track changes and improvements

We will use other forms of feedback such as focus groups and feedback from learning events and training

We will use relevant information from key points in the **Employee Journey** to measure effectiveness

A Living Document

This Framework is a “living document” and is not an exhaustive list of all the health and wellbeing actions and responses to be undertaken during its lifetime. The council will continue to monitor and respond health and wellbeing need and resources.

For the most up to date wellbeing information, visit the [Employee Health and Wellbeing Support Service](https://dundeecitygovuk.sharepoint.com/sites/SP-EmployeeWellbeingSupportServices) site, which is regularly updated with news, information, resources and supports.

**Our Employee Journey**



**Health & Wellbeing Actions 2023 – 2025**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Our Health** | **Our Good work** | **Our Values & Principles** | **Collective & Social Wellbeing** | **Our Personal Growth** | **Our Good Lifestyle Choices** | **Our Financial Wellbeing** | |
| **Action** | | | | | | | **Timescale** |
| Redesign and relaunch of Employee Wellbeing Support Service | | | | | | | **May 2023** |
| Promotion of regular Health & Wellbeing themes, information and events aligned to Annual Health & Wellbeing Calendar | | | | | | | **Annual calendar Jan - Dec** |
| Develop opportunities for increased awareness of Occupational Health supports, including access to occupational health provider newsletters and other relevant employee information | | | | | | | **Attendance at quarterly OH meetings** |
| Raise awareness of existing and new Employee Health & Wellbeing benefits including Dental Plans, Cycle to Work Schemes, and partnership activities that promote health & wellbeing activities (eg Park Lives) | | | | | | | **Regular promotion on the** [**EH&WSS Site**](https://dundeecitygovuk.sharepoint.com/sites/SP-EmployeeWellbeingSupportServices) |
| Launch access to DWP Able Futures programme | | | | | | | **April 2023** |
| Review and redesign of supports for all employees and their managers to record and implement supportive discussions to manage health & wellbeing (e.g. review of Stress Discussion Document) | | | | | | | **October 2023** |
| Delivery of training and learning opportunities to support health & wellbeing, e.g. Creating a Mentally Healthy Workplace, MAYBO Conflict Management training, Coaching Conversations and Courageous Conversations | | | | | | | **Monthly dates on MyLearn** |
| Consider developing a post of Employee Well-being Advisor post. | | | | | | | **December 2023** |
| Review and promote training, learning and supports to enable all Managers to effectively undertake proactive and trauma informed Supporting Attendance activities. | | | | | | | **December 2023** |

**Health & Wellbeing Actions 2023 – 2025**

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| **Our Health** | **Our Good work** | **Our Values & Principles** | **Collective & Social Wellbeing** | **Our Personal Growth** | **Our Good Lifestyle Choices** | **Our Financial Wellbeing** | |
| **Action** | | | | | | | **Timescale** |
| Ensure continued implementation of DCC Hybrid Working Policy to support appropriate work/life balance for employees | | | | | | | **Ongoing** |
| Introduce a new model of Display Screen Equipment Risk Assessment for all employees | | | | | | | **October 2023** |
| Undertake a trauma informed review to managing absence that supports a redesign of the existing Promoting Attendance Policy | | | | | | | **April 2024** |
| Develop joint approaches to supporting attendance and ensuring employee wellbeing with Trades Unions, including opportunities for Trades Unions wellbeing resources on re-launched Employee Wellbeing Support Service | | | | | | | **Bi-monthly liaison with TUs** |
| Launch Quality Conversations model for developmental conversations | | | | | | | **September 2023** |
| Undertake regular Employee Surveys and Employee Pulse Surveys that include health and wellbeing themes, mapping key themes and taking forward opportunities for improvements | | | | | | | **As and when required** |
| Ensure an organisational approach to managing change contains relevant health and wellbeing considerations | | | | | | | **Ongoing** |
| Implement opportunities for Leadership Development that have trauma informed leadership and wellbeing as integral elements of any programmes | | | | | | | **February 2023** |
| Host an annual Recognition Week to celebrate learning achievements across the organisation | | | | | | | **Annually in January** |

**Health & Wellbeing Actions 2023 – 2027**

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| **Action** | | | | | | | **Timescale** |
| Launch DCC Values Framework | | | | | | | **January 2024** |
| Implement a values-based leadership programme | | | | | | | **February 2023** |
| Support Community Wealth Building | | | | | | | **May 2023** |
| Promote volunteering opportunities | | | | | | | **Ongoing** |
| Support access to mentoring within the organisation, and opportunities for access to external mentoring programmes | | | | | | | **Ongoing** |
| Develop and launch a new suite of Equalities Training materials | | | | | | | **January 2024** |
| Ensure that the Framework and accompanying actions support the Council in meeting its equality duties (general and specific) by supporting equality mainstreaming activities and progressing activities that contribute to the support of equality and human rights of all of the workforce. | | | | | | | **Annual mainstreaming report** |

**Health & Wellbeing Actions 2023 – 2027**

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| **Action** | | | | | | | **Timescale** |
| Relaunch Leading Team Dundee | | | | | | | **August 2023** |
| Explore and promote employee opportunities to take part in collective health and wellbeing activities such as walking groups, health related activities, and other social health and wellbeing activities | | | | | | | **Ongoing** |
| Launch Employee Wellbeing Ambassadors model | | | | | | | **May 2023** |
| Hold annual Health & Wellbeing Week | | | | | | | **May 2023** |
| Promote Reflection and Resilience through Change programme | | | | | | | **Ongoing** |

**Health & Wellbeing Actions 2023 – 2027**

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| --- | --- | --- | --- | --- | --- | --- | --- |
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| **Action** | | | | | | | **Timescale** |
| Promote the Personal and Professional Development Fund to support accredited learning and development | | | | | | | **Ongoing** |
| Review DCC Coaching and Mentoring Framework | | | | | | | **January 2024** |
| Link Quality Conversations to the Personal and Professional Development Fund | | | | | | | **March 2023** |
| Review Performance Management Framework to embed Health and Wellbeing | | | | | | | **June 2024** |
| Develop a model of Skills Utilisation and Succession Planning | | | | | | | **January 2025** |
| Design a Skills Network micro-site for access to free learning for all employees | | | | | | | **January 2024** |

**Health & Wellbeing Actions 2023 – 2027**

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| --- | --- | --- | --- | --- | --- | --- | --- |
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| **Action** | | | | | | | **Timescale** |
| Use Yammer and other communication models to promote activities around health and wellbeing activities such as walking clubs, yoga, healthy eating and health awareness | | | | | | | **Ongoing** |
| Promote Employee Benefits schemes such as Vivup | | | | | | | **Ongoing** |

**Health & Wellbeing Actions 2023 – 2027**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **Our Health** | **Our Good work** | **Our Values & Principles** | **Collective & Social Wellbeing** | **Our Personal Growth** | **Our Good Lifestyle Choices** | **Our Financial Wellbeing** | |
| **Action** | | | | | | | **Timescale** |
| Promote Retirement Planning and access to Pre-Retirement courses and information | | | | | | | **Ongoing** |
| Promote Employee Additional Pension Contribution Scheme | | | | | | | **Ongoing** |
| Liaise with Welfare Rights and Third Sector colleagues to promote access to income maximisation opportunities and community-based cost of living supports | | | | | | | **June 2023** |
| Launch a harmful Gambling Workforce Charter | | | | | | | **August 2023** |

1. Health and Safety at Work Act 1974 (HASAWA) and the Management of Health and Safety at Work Regulations 1999 [↑](#footnote-ref-1)