

## **WELLBEING STRATEGY**

### **INTRODUCTION**

Tayside Contracts values the contribution of its employees and recognises that their health, motivation and wellbeing is essential to the delivery and maintenance of quality services to the community.

Tayside Contracts recognises its duty of care to its employees and its legal obligation to provide a safe working environment under the requirements of the Health and Safety at Work Act (1974) and the Management of Health and Safety at Work Regulations (1999).

### **BACKGROUND**

Within Tayside Contracts, as with many other organisations, stress and stress related conditions have been the main reason for sickness absence for some time. The Work Related Stress Policy was created to clarify how Tayside Contracts deals with work related stress issues and absences and the various measures that can be enacted to deal with these.

Work related issues are often only a small part of the reason an employee is experiencing stress to the point that it is detrimental to their wellbeing and while the Work Related Stress Policy spells out Tayside Contracts' commitment to dealing sympathetically with employees in those circumstances it was felt that a Wellbeing Strategy would be of greater benefit to the organisation and its employees.

### **DEFINITIONS**

Wellbeing means different things to different people and there is no single universally accepted definition. Wellbeing is central to the World Health Organisation's (WHO) definition of health, which it describes as "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity." and to its definition of mental health, which it describes as "a state of well-being in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community".

Wellbeing is generally considered to be made up of two elements, 'feeling good', which would be described as feelings of happiness, contentment, engagement etc. and 'functioning well', which would be described as having positive relationships, some control over your life and a sense of purpose.

Individuals will experience wellbeing differently, what improves or reduces one person's wellbeing will not necessarily affect another person in the same way. There can be no 'one size fits all' approach to wellbeing, however Tayside Contracts defines wellbeing as being about quality of life, including positive physical and mental health and this strategy aims to support all employees to improve their wellbeing.

It is normal and reasonable to experience some demands and pressures in the workplace. However, if pressure becomes excessive or continues for an extended period of time it can become detrimental to health and wellbeing in the form of stress, which can lead to stress-related illnesses.

The Health and Safety Executive (HSE) defines stress as ‘the adverse reaction people have to excessive pressures or other types of demand placed on them’. Stress is experienced when individuals cannot cope with pressures, demands and other issues. As with wellbeing stress affects people differently and what causes one employee to experience stress may not affect another.

## **PRINCIPLES**

The health, safety and wellbeing of its employees is key to the success of Tayside Contracts. Wellbeing produces positive attitudes, engagement, motivation and creative thinking and is an important factor in employee engagement, which is fundamental to our core value of ‘People’.

Tayside Contracts recognises that people are at the heart of what we do and believes that supporting, encouraging and enabling employees to maintain a healthy balance between their work and other interests and responsibilities in their life is the core principle underpinning the Wellbeing Strategy.

We believe there are three key elements that contribute to Employee Wellbeing, which are:

- Physical Wellbeing
- Mental Wellbeing
- Financial Wellbeing

## **Enablers**

In order for the Wellbeing Strategy to be effective it must not only promote wellbeing for all employees, but tackle the causes of work-related stress and other mental health problems and offer support to employees who are experiencing physical and/or mental health problems.

The following enablers are considered crucial to ensure the core principles of the Wellbeing Strategy are delivered:

- Promoting positive behaviours
- Providing advice
- Signposting to other services and organisations
- Training

## **Five Ways to Wellbeing**

The ‘Five Ways to Wellbeing’<sup>1</sup> is a list of five evidence-based actions that can be followed to improve personal (i.e. physical and mental) wellbeing, as follows:

- Connect – social relationships are essential for promoting wellbeing and can act as a buffer against mental ill health.
- Be active – regular physical activity is associated with lower rates of depression and anxiety across all age groups and is seen as essential for promoting wellbeing and slowing age-related cognitive decline.

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<sup>1</sup> ‘Five Ways to Wellbeing’ report from the New Economics Foundation’s Centre for Wellbeing

- Take notice – being aware of what is taking place in the present can enhance wellbeing. Being more self-aware can enhance self-understanding of values, motivations and life priorities
- Keep learning – continued learning throughout life enhances self-esteem, which in turn encourages social interaction and a more active life.
- Give – ‘committing acts of kindness’ both small and large, has been linked to increased wellbeing.

Along with the four enablers, Tayside Contracts’ Wellbeing Strategy has been developed with these ‘five ways’ in mind. The Action Plan includes activities that fall into each of these ways and can be delivered through one or more of the enablers.

## **EXISTING PROVISIONS**

Provisions already exist in a number of areas to support employee health and wellbeing in addition to the Work Related Stress Policy and this strategy document is designed to provide a central reference point for all such activities. Full details of the existing provisions can be found at Appendix 1.

## **AIMS OF STRATEGY**

This Wellbeing Strategy aims to be a balance of promoting and encouraging good physical and mental health and well as providing support mechanisms to deal with physical and mental health problems. The focus is on giving employees the tools to improve the overall quality of their working life.

This strategy aims to enable and empower employees to improve their physical, mental and financial wellbeing such that they are more likely to be resilient to the pressures that could otherwise lead to stress and stress related illnesses/absences.

This strategy outlines Tayside Contracts’ plan for the future, with a focus on building a culture where negative wellbeing issues can be identified, managed and minimised before impacting on employees.

## **Goals**

- Healthier, happier workforce, who are aware of the importance Tayside Contracts places on their wellbeing.
- Lower absence rates.
- Lower incidences of stress related absences.
- Improved retention of employees.
- Increased productivity.
- Lessen the impact of stress related illnesses.

We all have responsibility for our own health and wellbeing and Tayside Contracts encourages all employees to consider the ‘Five Ways to Wellbeing’ when planning activities to support your wellbeing.

## **ACTION PLAN**

Everyone should feel able to thrive at work. The purpose of the Action Plan is to support Tayside Contracts to deliver the core principles underpinning this Wellbeing Strategy, using the enablers identified above, to allow all employees to thrive.

The Wellbeing Strategy is a long-term strategy that will take time to deliver the goals. Action Plans will be created to run for the same time period as the Business Plan, with successive plans building on the actions from the one before. The full plan for 2020-2023 can be found at Appendix 2.

## **BENCHMARKING**

Tayside Contracts is committed to using the NHS Healthy Working Lives Employee Wellbeing Survey as a means of assessing how employees feel about their working conditions and wellbeing at work.

The survey will be carried out in February of 2020, along with analysis of sickness absence data, to provide baseline data regarding employee wellbeing. The survey will be carried out again between November 2022 and February 2023 to assess the impact of the 2020-2023 Wellbeing Strategy Action Plan and to inform the Action Plan for 2023-2026.

## **CONSULTATION**

Tayside Contracts' recognised Trade Unions have been fully consulted on this strategy.

## **STRATEGY REVIEW**

The Wellbeing Strategy will be reviewed at three yearly intervals in line with Tayside Contracts' Business Plan or earlier, if required by the HR Manager to ensure it remains appropriate for the duration of the strategy and compliant with applicable legislation.

## **DATA PROTECTION LEGISLATION**

Tayside Contracts respects the privacy of our employees, any personal data processed during the application of this strategy will be in line with Data Protection Legislation. Further information on how we may process personal data for the purpose of applying this policy can be found in our Privacy Notice.

**Should you have any queries or require further clarification regarding any aspects of this strategy or related policies please contact, HR Services on 01382 812721 or [employment.policies@tayside-contracts.co.uk](mailto:employment.policies@tayside-contracts.co.uk)**

**If you would like this document translated into another language or in another format such as audio or large print then please contact Angie Thompson, Equalities and Communications Manager on 01382 834165 or [angie.thompson@tayside-contracts.co.uk](mailto:angie.thompson@tayside-contracts.co.uk)**

**WELLBEING STRATEGY EXISTING PROVISIONS**

Area	Provision	Outcome	Principle	Enabler
Health and Safety	Top down commitment to Health and Safety within the organisation evidenced through: <ul style="list-style-type: none"> <li>• Robust Health and Safety Management System</li> <li>• Health and Safety Policy</li> <li>• Occupational Health provision</li> <li>• Targeted safety campaigns</li> </ul>	Safe places to work	Physical and Mental Wellbeing	Training Promoting positive behaviours
Employment Policies	Employment Policies that support employee attendance at work and outline provisions to cover/support employees with events that may challenge their wellbeing, including: <ul style="list-style-type: none"> <li>• Sickness Absence Management Policy</li> <li>• Work Related Stress Policy</li> <li>• Flexible Working Policy</li> <li>• Time Off for Dependants Policy</li> <li>• Bereavement Leave Policy</li> <li>• Bullying and Harassment Policy</li> <li>• Employee Charter</li> <li>• Parental Leave Policy</li> <li>• Time and Attendance Policy</li> <li>• Substance Misuse Policy</li> <li>• Smoking Policy</li> <li>• Cycling at Work Policy</li> </ul>	Improved working lives and employee morale.	Physical and Mental Wellbeing	Promoting positive behaviours Providing advice Signposting
Training	Training available in a number of key areas, including: <ul style="list-style-type: none"> <li>• Training on signs of stress included in Management Guide training on Sickness Absence Management Policy</li> <li>• Manual Handling Training</li> <li>• Training on safe use of equipment</li> </ul>	Reduced risk of harm through use of equipment/manual handling Improved ability to provide timely and effective interventions for	Physical and Mental Wellbeing	Training Promoting positive behaviours Providing advice

Area	Provision	Outcome	Principle	Enabler
	<ul style="list-style-type: none"> <li>Guidance available on how to carry out stress risk assessments and stress action plans</li> <li>HR Services Team completed Scotland's Mental Health First Aid training</li> <li>Training and Development Adviser trained to deliver Scotland's Mental Health First Aid course.</li> </ul>	stress related illnesses.		
Occupational Health	Occupational Health Services providing: <ul style="list-style-type: none"> <li>Baseline and ongoing health surveillance</li> <li>Medical referrals for fitness for work guidance</li> <li>Referrals for physiotherapy services</li> <li>Referrals for counselling services</li> </ul>	Preventative actions improve health and lead to less incidences of sickness absence	Physical and Mental Wellbeing	Providing advice Signposting
Education/Signposting	<ul style="list-style-type: none"> <li>Information available to employees on a range of subjects, particularly relating to mental and financial wellbeing, through leaflets, posters and dvds in all depots</li> <li>Mental Health and Wellbeing Resources Contact List (reviewed annually) circulated to all senior managers and available in the intranet</li> </ul>	Employees equipped with information required to self-help.	Mental and Financial Wellbeing	Signposting Providing advice
Healthy Living and Wellbeing Initiatives	<ul style="list-style-type: none"> <li>Cycle to Work Scheme</li> <li>Cycling at Work Policy</li> <li>Gym discounts</li> <li>Smoking Policy</li> </ul>	Healthier/happier workforce	Physical and Mental Wellbeing	Signposting Providing advice Promoting positive behaviours
Financial Services	Opportunities for tax-savings, or access to financial services though: <ul style="list-style-type: none"> <li>Payroll Giving</li> <li>Childcare Voucher Scheme</li> <li>Pension Scheme</li> <li>Credit Unions</li> <li>Information on loan providers</li> <li>Premium benefits (formerly Tay Card)</li> </ul>	Employees equipped with information required to self-help.	Financial and Mental Wellbeing	Signposting Providing advice

Area	Provision	Outcome	Principle	Enabler
Charitable Activities	Opportunities to 'give' to charities, including: <ul style="list-style-type: none"> <li>• Charity Fridays</li> <li>• Participation in national campaigns</li> <li>• Payroll Giving</li> <li>• Donations at Tayside Excellence Awards</li> </ul>		Mental Wellbeing	Promoting positive behaviours

WELLBEING STRATEGY ACTION PLAN – 2020-2023

Area	Required Action	Principle	Lead Person	Target Date
Health and Safety	<ol style="list-style-type: none"> <li>1. Further targeting of health and safety initiatives and training programmes to target common accident/near miss activities.</li> <li>2. Develop/deliver targeted mental health initiatives e.g. the Construction Industry Helpline.</li> </ol>	Physical and Mental Wellbeing	<ol style="list-style-type: none"> <li>1. Safety and Training Manager</li> <li>2. Safety and Training Manager</li> </ol>	<ol style="list-style-type: none"> <li>1. Oct. 2020</li> <li>2. Oct. 2020</li> </ol>
Employment Policies	<ol style="list-style-type: none"> <li>1. Create or further develop employment policies that support employee wellbeing, such as:                             <ul style="list-style-type: none"> <li>o Agile Working Policy</li> <li>o Home Working Policy</li> <li>o Carers Leave Policy</li> <li>o Working Time Policy</li> </ul> </li> <li>2. Ensure that all policies are written with employee wellbeing as a core consideration.</li> <li>3. Ensure that all additional support measures for employees (where these exist) are included in policies where practicable – e.g. access to bereavement counselling.</li> <li>4. Further promote existing policies that support employee wellbeing to ensure all employees are aware of these.</li> </ol>	Physical and Mental Wellbeing	<ol style="list-style-type: none"> <li>1. HR Manager</li> <li>2. HR Manager</li> <li>3. HR Manager</li> <li>4. HR Manager (delivered by Communications Team)</li> </ol>	<ol style="list-style-type: none"> <li>1. 2023</li> <li>2. In line with existing review dates (2020-2023)</li> <li>3. In line with existing policy review dates (2020-2023)</li> <li>4. Oct. 2020</li> </ol>
Training	<p><u>Employee Training</u></p> <ol style="list-style-type: none"> <li>1. Include wellbeing strategy in employee corporate induction.</li> <li>2. Roll out Scotland’s Mental Health First Aid training to trade union representatives.</li> <li>3. Develop and deliver wellbeing related training, including:                             <ul style="list-style-type: none"> <li>o Resilience training.</li> <li>o Debt management/savings habits training.</li> </ul> </li> </ol>	Physical, Mental and Financial Wellbeing	<ol style="list-style-type: none"> <li>1. HR Manager</li> <li>2. HR Manager (delivered by Training and Development Adviser)</li> <li>3. HR Manager</li> </ol>	<ol style="list-style-type: none"> <li>1. April 2020</li> <li>2. Oct. 2020</li> <li>3. March 2022</li> </ol>

Area	Required Action	Principle	Lead Person	Target Date
	<ul style="list-style-type: none"> <li>○ Mindfulness.</li> <li>○ Coping with change.</li> </ul> <p><u>Line Manager Training</u></p> <ol style="list-style-type: none"> <li>4. Better equip managers to have a first stage conversation with the employee (having spotted signs of stress/other mental health problems), i.e. proactively referring employees to the available resources, instead of referring to Occ Health.</li> <li>5. Roll out Scotland’s Mental Health First Aid training to line managers.</li> <li>6. Develop and deliver wellbeing related training to compliment employee training, for example: <ul style="list-style-type: none"> <li>○ Managing mental health at work.</li> <li>○ Managing change in the workplace.</li> </ul> </li> </ol>		<ol style="list-style-type: none"> <li>4. HR Manager</li> <li>5. HR Manager</li> <li>6. HR Manager</li> </ol>	<ol style="list-style-type: none"> <li>4. Oct. 2020</li> <li>5. Oct. 2020</li> <li>6. March 2023</li> </ol>
Occupational Health	<ol style="list-style-type: none"> <li>1. Utilise gaps in appointment time to offer mini-health checks (BMI, sight, blood pressure, health conditions etc.).</li> <li>2. Re-designate appointment time for health promotions/events (1 per quarter in different geographical locations).</li> <li>3. Utilise appointment time to deliver toolbox talks/other training.</li> <li>4. Ask for input to digital signage, target magazine etc. on healthy lifestyle suggestions or similar.</li> </ol>	Physical and Mental Wellbeing	<ol style="list-style-type: none"> <li>1. Senior HR Business Partner</li> <li>2. Senior HR Business Partner</li> <li>3. Senior HR Business Partner</li> <li>4. Senior HR Business Partner</li> </ol>	<ol style="list-style-type: none"> <li>1. Oct. 2020</li> <li>2. March 2021</li> <li>3. March 2021</li> <li>4. June 2020</li> </ol>
Education/Signposting	<ol style="list-style-type: none"> <li>1. Continue to develop and promote the Mental Health and Wellbeing Resources Contact List to ensure it remains up to date and relevant.</li> <li>2. Research and promote (via digital signage, toolbox talks and Target) services for specific demographical groups that may feel less able to seek support, e.g. the Construction Industry Helpline.</li> </ol>	Mental and Financial Wellbeing	<ol style="list-style-type: none"> <li>1. HR Manager (delivered by HR Advisers)</li> <li>2. HR Manager (delivered by HR Advisers)</li> </ol>	<ol style="list-style-type: none"> <li>1. March 2023</li> <li>2. March 2021</li> </ol>

Area	Required Action	Principle	Lead Person	Target Date
	<ol style="list-style-type: none"> <li>3. Include wellbeing and where to find information on available support on resources in the employee induction.</li> <li>4. Research and promote advice services that may be available to employees, on topics such as legal, financial advice.</li> <li>5. Develop specific area on intranet dedicated to wellbeing to include resource materials and signposting to services.</li> </ol>		<ol style="list-style-type: none"> <li>3. HR Manager (delivered by Training and Development Adviser)</li> <li>4. HR Manager (delivered by HR Advisers)</li> <li>5. Equalities and Communications Manager</li> </ol>	<ol style="list-style-type: none"> <li>3. April 2020</li> <li>4. March 2021</li> <li>5. March 2023</li> </ol>
Healthy Living and Wellbeing Initiatives	<ol style="list-style-type: none"> <li>1. Promote good rest break habits by all Line Managers encourage all employees to take their breaks, away from their work stations is possible.</li> <li>2. Consider improving workplace facilities to identify any barriers to employees walking, running or cycling to work (e.g. provision of showers, bike racks, changing facilities/lockers etc.)</li> <li>3. Further promote the Cycle to Work Scheme and actively encourage employee participation.</li> <li>4. Gather evidence towards accreditation for a Healthy Working Lives Award by: <ul style="list-style-type: none"> <li>○ Promoting healthy eating, utilise existing catering specialists/nutritionists for recipe ideas, 'swaps', 'hidden veg', guilt free treats etc.</li> <li>○ Promoting workplace exercise – walking routes, desk stretches/exercises etc.</li> <li>○ Healthy Lifestyle tips – utilise Occ Health Provider</li> </ul> </li> <li>5. Develop and promote a selection of wellbeing initiatives via poster campaigns, target</li> </ol>	Physical and Mental Wellbeing	<ol style="list-style-type: none"> <li>1. Line Managers</li> <li>2. Procurement Manager</li> <li>3. HR Manager (delivered by Communications Team)</li> <li>4. HR Manager</li> <li>5. Equalities and Communications Manager</li> </ol>	

Area	Required Action	Principle	Lead Person	Target Date
	<p>magazine, the intranet and toolbox talks, to include:</p> <ul style="list-style-type: none"> <li>○ Ways to be physically active</li> <li>○ Workplace exercises</li> <li>○ Mindfulness activities</li> <li>○ Nutritional guidance/healthy recipes etc.</li> </ul>			
Financial Services	<ol style="list-style-type: none"> <li>1. Further promote available services for financial guidance and debt counselling with a view to helping improve employee's financial health.</li> <li>2. Develop and implement a policy on financial advances in the form of 'interim pay', which can be particularly useful to cover travel and meal costs for people starting new jobs.</li> <li>3. Research available 'financial wellbeing services' (e.g. Neyber) and consider whether or not appropriate to recommend for introduction within Tayside Contracts.</li> <li>4. Research different health cash plans and consider whether or not appropriate to recommend for introduction within Tayside Contracts.</li> <li>5. Further promote the government's tax-free childcare initiative by including details in any relevant maternity related correspondence.</li> </ol>	Financial and Mental Wellbeing	<ol style="list-style-type: none"> <li>1. HR Manager (delivered by Communications Team)</li> <li>2. HR Manager (delivered by HR Services Team)</li> <li>3. HR Manager (delivered by HR Services Team)</li> <li>4. HR Manager (delivered by HR Services Team)</li> <li>5. HR Manager (delivered by HR Advisers)</li> </ol>	<ol style="list-style-type: none"> <li>1. Oct. 2020</li> <li>2. Oct. 2021</li> <li>3. March 2021</li> <li>4. March 2021</li> <li>5. April 2020</li> </ol>
Charitable Activities	<ol style="list-style-type: none"> <li>1. Further develop and promote Charity Friday activities, highlighting these in Team Briefs, Target, digital signage and the intranet.</li> <li>2. Develop fundraising opportunities/activities for nominated Charity/Charities of the Year, promote outcomes and monies raised.</li> <li>3. Research and better promote seasonal gift collections (e.g. Easter Eggs, Christmas toys etc.).</li> </ol>	Mental Wellbeing	<ol style="list-style-type: none"> <li>1. HR Manager (delivered by MDPA)</li> <li>2. HR Manager (delivered by MDPA)</li> <li>3. HR Manager (delivered by MDPA)</li> </ol>	<ol style="list-style-type: none"> <li>1. Oct. 2020</li> <li>2. April 2021</li> <li>3. March 2023</li> </ol>

Area	Required Action	Principle	Lead Person	Target Date
	<p>4. Better promote and increase participation in national campaigns/days (e.g. Wear it Pink, Jeans for Genes etc.).</p> <p>5. Utilise Intranet, Target, poster campaigns and tool-box talks to increase engagement with charity activities.</p> <p>6. Create a Corporate Social Responsibility Fund and accept applications for support from charities and other local organisations (e.g. provide donations/prizes to school fundraising events).</p> <p>7. Encourage employees to find ways to 'give' including through the promotion of campaigns such as #30daysofgiving.</p> <p>8. Research Corporate Social Responsibility initiatives and make a recommendation to the CMT for the introduction of a Supported Volunteering Policy or similar.</p>		<p>4. HR Manager (delivered by MDPA)</p> <p>5. HR Manager (delivered by Communications Team)</p> <p>6. HR Manager</p> <p>7. HR Manager (delivered by MDPA)</p> <p>8. HR Manager</p>	<p>4. Oct. 2021</p> <p>5. March 2023</p> <p>6. Oct. 2021</p> <p>7. March 2022</p> <p>8. Oct. 2021</p>