

REPORT TO: SOCIAL WORK AND HEALTH COMMITTEE - 26 APRIL 2010

REPORT ON: PROMOTING HEALTH AND WELL-BEING OF SOCIAL WORK EMPLOYEES

REPORT BY: DIRECTOR OF SOCIAL WORK

REPORT NO: 221-2010

1.0 PURPOSE OF REPORT

To present the Social Work Department's Staff Support Service Three-Year Health Strategy and Action Plans.

2.0 RECOMMENDATIONS

The Committee is requested:

- 2.1 To approve the three year Promoting Health and Well Being strategy and annual action plans.

3.0 FINANCIAL IMPLICATIONS

None.

4.0 MAIN TEXT

- 4.1 Dundee City Council Social Work Dept considers its employees to be its principal asset and places a great significance on promoting and maintaining their health and well being. To assist this, a staff support service was established in May 2003. The staff support officer along with the Healthy Working Lives Group, made up of representatives from across the service, has a role in ensuring staff members have support and information to maximise their health and wellbeing. The staff support officer is responsible for managing the 'backcare' and counselling service.
- 4.2 The Social Work Department first registered with Scotland's Health at Work (SHAW) in June 2003. The objectives of participating in SHAW were to work in partnership with staff members to improve their health and well being, enhance employees' sense of being valued, raise morale, impact positively on retention and recruitment and reduce sickness absence levels, thereby improving productivity. The Bronze award was achieved in June 2004 and Silver in April 2006.
- 4.3 With the change from Scotland's Health at Work (SHAW) to Healthy Working Lives (HWL) work began in January 2009 to consolidate both the Bronze and Silver Healthy Working Lives Awards. The Department was awarded the Bronze award on 25th March 2009 at the local Healthy Working Lives Award Ceremony and secured the Silver Healthy Working Lives Award on 16th June 2009.
- 4.4 The Gold Award was achieved in December 2009. As part of this, a 3 year Strategy has been developed which incorporates our current Staff Support Service Annual Action Plan and work arising from the Annual Report. Along with the ongoing supports, information and advice on health for all social work employees, the strategy also includes specific areas such as employability, mental health and wellbeing and health and the environment.

- 4.5 The strategy has been informed by the results from the Health Needs Assessment (HNA) 2007. The work detailed in the Strategy provides information on different health topics requested by staff members, this includes, up-to-date information about local services which offer health checks, smoking cessation support and corporate schemes relating to physical activity. Alongside the 'backcare' and counselling service available to staff members, there is also training for managers on mental health and wellbeing. There are strong links to the Health and Safety training and working groups, with the Health and Safety Officer being part of the Healthy Working Lives Group. To ensure the Strategy remains focused on the current needs of staff members a further Health Needs Assessment is planned for 2010.
- 4.7 The Strategy will be reviewed each year, and progress will be reported to the Social Work Directorate, as part of the annual feedback within the Staff Support Service Annual Report.

5.0 POLICY IMPLICATIONS

This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no issues.

6.0 CONSULTATIONS

The Chief Executive, Depute Chief Executive (Support Services), Assistant Chief Executive and Director of Finance have been consulted in the preparation of this report.

Social Work Employees have also been consulted.

7.0 BACKGROUND PAPERS

Three year Strategy and Action Plans.

Alan Baird, Director of Social Work

DATE: 16 April 2010

DUNDEE CITY COUNCIL
SOCIAL WORK DEPARTMENT

STAFF SUPPORT SERVICE

HEALTH STRATEGY

2009-2012

1. INTRODUCTION

Dundee City Council Social Work Dept considers its employees to be its principle asset and places a great significance on promoting their health and well being.

To assist with this a staff support service was established in May 2003 with a staff support officer who is responsible for managing the 'backcare' and counselling service along with a role in ensuring staff members have support and information to assist their health and wellbeing.

The Social Work Department first registered with Scotland's Health at Work (SHAW) in June 2003, achieving the Bronze award in June 2004 and Silver in April 2006. The objectives of participating in SHAW were to improve the health and well being of all employees, enhance employees' sense of being valued, raise morale, impact positively on retention and recruitment and reduce sickness absence levels, thereby improving productivity.

This promoting health strategy for staff members is part of the department's overall Promoting Health Strategy which also considers how social work services can work to improve the health of service users and the communities in which they live.

The consolidation of the SHAW awards to the Healthy Working Lives Bronze and Silver were achieved in the first half of 2009 and the Gold HWL award was achieved in December 2009.

2. MISSION STATEMENT

To provide the best support and advice to all our employees, to work in partnership with them to actively promote their health and well being so that the aspirations, activities and provisions become embedded in the structure and culture of the organisation.

3. AIM OF THE STRATEGY

The overall aim of the Promoting Health Strategy for Staff members is to improve health and well being across the whole workforce through providing services and information which enhance employees' sense of being valued and raise staff morale which will impact positively on recruitment and retention and reduce sickness absence.

4. OBJECTIVES OF THE STRATEGY

Across the life of the strategy we will seek to meet the overall aim and continue to maintain and develop existing provision by:

- Holding regular health events in the workplace across the department.
- Providing information on health topics (as highlighted by staff in the HNA) and awareness of and how to reduce our impact on the environment, via a variety of methods. There will be two additional health topics per year.

- Arranging taster sessions of activities and relaxation sessions within team development days where possible.
- Funding up to six complementary therapy treatments for staff with physical/back problems that impact on their work and using the information from the evaluation to review and improve this service.
- Continuing to make health, fitness and lifestyle assessments available at health events, and advertising those available from other venues such as Dundee Healthy Living Initiative and local sports' centres.
- Continuing to provide the highly responsive staff counselling service which gives a quality-assured service and responds within a working week to all referrals. The evaluation sheets from staff will be used to review and, if necessary, improve the service.
- Supporting the process of the new mediation services in social work through the role of the staff support officer.
- Repeating the Health Needs Assessment in 2010 and three yearly thereafter.
- Continuing to meet regularly with the HWL group, made up of representatives from across social work services including health and safety, to feed into and receive feedback from staff in these services, and to plan and run the various events throughout the years.
- Review policies and statements of intent currently in place including -
 - healthy eating
 - physical activity
 - the health and mental wellbeing policy
 - health and safety planning and training and accident recording and reporting
 - attendance management procedures (review)
- Develop statement of intent re
 - protecting the environment and considering how the department can link more effectively to the Dundee Partnership for the Environment - Dundee Environmental Strategy and the council Reduce, Reuse, Recycle policy, specifically in terms of alternative transport methods, food wastage, recycling and energy efficiency performance
- Being involved in staff induction to promote the services and supports available.
- assisting in the design and provision of a pilot and later sessions of training for managers and staff on Health and Mental wellbeing in the workplace.
- Benchmarking our performance externally as regards staff absences between councils (external) and health and safety incident reporting (internal to council departments) and look to learn from and share good practice.
- Providing an annual report to Social Work Directorate on the Staff Support Service and its impact.
- Promoting employability within the service.

5. IMPLEMENTATION OF STRATEGY

This strategy has been agreed by the Social Work Department Directorate.

Implementation is the responsibility of the staff support officer, whose dedicated role is to deliver and develop these services. The post holder is assisted by the

HWL working group which meets every 6-8 weeks to review and plan provision. This group is made up of representatives from across the department: criminal justice, access team, children's services, community care, strategy, performance and support service, including the health and safety officer.

Short term working groups will be set up as required for specific tasks. The departmental Directorate is fully supportive of these activities and of encouraging and enabling employees' access and participation.

Details of the actions and timescales for implementing the strategy are dealt with in the annual action plan.

6. MONITORING AND EVALUATION

All initiatives are evaluated via feedback forms, completed by our staff members. This applies to the counselling service, back-care initiative, health fayres, team development and training days. This feedback is used to inform the Staff Support service Annual Report to the social work Directorate. Feedback is also gathered from the taster sessions, although people can "vote with their feet" in this regard.

Attendance lists are kept in respect of staff attending health-promotional talks and also for any in-house training.

Statistics are kept in relation to the participants in the counselling and back-care services. The staff support officer has devised an improved process for gathering staff views on the success of these services in maintaining them in work, or supporting them back to work quickly.

Evidence of 'hot-spots' for counselling are fed into the Directorate, and followed up by the manager for the respective service, with feedback on actions taken to respond to the issues raised.

This strategy has been informed by the results from the HNA 2007, where specific questions were added to gather feedback on staff knowledge of supports, services, policies and so on. The next HNA planned for 2010 will help us to evaluate progress in these areas.

An annual report on the work of the Staff Support Service is written for the Directorate using the Performance Improvement Measure (PIM) format and will include feedback on progress on the strategy and the annual action plan.

Information on monitoring accidents, absenteeism and staff turnover is gathered from the Staff Support service.

Many of the relevant policies and procedures are Council-wide and therefore are reviewed by Personnel.

7. RESOURCES

Resources for our HWL initiatives derive from a mixed economy.

Firstly the staff support service holds a small annual budget to purchase goods and services such as counselling, back care therapies, health fitness and lifestyle

checks, physical activity instructors' fees and food and drink for health events. We are also fortunate to have accommodation which can be used for these events and activities.

Secondly some services are provided in-house free of charge, such as facilitation of team development days, relaxation sessions and some of the activities (e.g. jogging), which are provided by the staff support officer and input on training which is provided by experienced social work staff members and/or the staff development service within social work.

Thirdly some services are provided externally free-of-charge e.g. talks on health and lifestyle issues such as breast cancer care, back-care at work and diabetes. Many of the contributors to the health fayres do so at no cost - e.g. DHLLI, Violence against women, Fire service.

ACTION PLAN (2009 - 2010)

PROVISION (2009 - 2010)	ACTION	TIMESCALE	LEAD OFFICER
Regular health events in the workplace across the department.	These events will continue to provide information on a range of health and lifestyle topics (informed by the HNA), including breast care, healthy-eating, food and mood, environmental issues, drugs and alcohol, HIV and AIDS and dental hygiene. Health checks, complementary therapy taster treatments will also be provided.	At least 2 health events each year	Staff Support Officer & HWL group members
Provide information on health topics - four topics each year and two new topics introduced over the three year period.	<p>Information on health topics (as requested in HNA) and awareness of and how to reduce our impact on the environment will be shared through a variety of methods:</p> <ul style="list-style-type: none"> • Staff Matters • 'all staff' emails • dissemination by the departmental reps on the HWL working group • expert input to groups on specific topics. • notice boards • Staff induction • staff intranet website <p>Some previous topics (breast cancer care, back care, diabetes) will be repeated for new staff and those who didn't manage to attend previously.</p> <p>New topics for 2009-10 will include meningitis, bowel health and mental wellbeing.</p> <p>Annual healthy eating information - linked to weight reduction in February of each year.</p>	<p>Bimonthly in newsletter</p> <p>Additional provision on an ad hoc basis linked to events on the health events calendar - e.g. No smoking Day, March 2010, Steps to deal with Stress, February 2010</p>	Staff Support Officer
Lifestyle health checks	Will continue to be made available at the health events/fayres. Information to be provided on other local services providing health checks (DHLI, L&C)	At least 2 health events each year	Staff Support Officer
Physical Exercise	<p>Taster sessions in physical exercise and/or relaxation sessions will be provided for team development days where possible.</p> <p>The jogging group will continue following the JogScotland training of the Staff Support officer and another member of social work staff.</p> <p>Other opportunities, such as netball and hill walking /climbing Ben Nevis, are supported and enabled by members of the HWL group and other social work staff. We will promote the incentives to use bicycles at work (mileage allowance)</p>	Review April 2010.	Staff Support Officer

PROVISION (2009 - 2010)	ACTION	TIMESCALE	LEAD OFFICER
Fully funded treatments are available for staff with physical/back problems that impact on their work.	Staff support officer to inform staff of this service in Induction and any health events. Up to six sessions from the end of 2008 Evaluation sheets to be collected and analysed by SSO. Information to be included in Annual Report 2010.	Ongoing	Staff Support Officer
Smoking cessation	Report to be compiled. Actions re. information about local classes and a buddy system being considered.	Spring 2010	Staff Support Officer
Mental Health and Wellbeing	Health and Mental Wellbeing policy/procedures will be reviewed prior to the training for managers and staff members. Training has been designed and will be run over the autumn 2009 and spring 2010 - 1 day for managers (including the health and mental wellbeing policy) and a half day for all other staff. Impact on employability to be considered. Additional questions included in the HNA are informing practice in this regard. Mental Health award to be sought Annual information campaign on mental health and wellbeing. Samaritans/Insight doing talk in Spring 2010	End of September 2009 (Completed) Training began in September 2009 and will be completed by summer 2010 - on target 2010 survey By end of 2010 Each year	Staff Support Officer /Katrina Finnon (Completed) Staff development service and Staff Support Officer Staff Support Officer/ Katrina Finnon Staff Support Officer/ Katrina Finnon Staff Support Officer
Statements of Intent and other relevant policies	Following statements of intent to be reviewed <ul style="list-style-type: none"> ○ healthy eating ○ physical activity ○ health and safety planning and training and accident recording and reporting ○ attendance management procedures Devise following statement of intent <ul style="list-style-type: none"> ○ protecting the environment and considering how the department can link more effectively to the Dundee Partnership for the Environment - Dundee Environmental Strategy and the council Reduce, Reuse, Recycle policy, specifically in terms of food wastage, recycling and energy efficiency performance 	By end of 2009 (Completed) By end of 2009 (Completed) By summer 2010 By summer 2010 By October 2009 (Completed)	Staff Support Officer/Katrina Finnon

PROVISION (2009 - 2010)	ACTION	TIMESCALE	LEAD OFFICER
Counselling Service	Continue to provide a quality-assured service and respond within a working week to all referrals. Evaluation sheets to be collected by SSO and used to inform improvements in and benefits from service. SSO to visit all counsellors once a year. Any 'hot spots' to be flagged up to Directorate. Employability impact to be reviewed.	Ongoing	Staff Support Officer
Occupational Health and Safety information	The following will be monitored, audited and reviewed annually <ul style="list-style-type: none"> • health and safety training • staff attendance • incidents, accidents and near misses 	Annually	Bruce Davidson/ SSO and H&S Steering Group
Healthy Working Lives Group	Staff Support Officer will: <ul style="list-style-type: none"> • meet regularly and consult with the HWL group, • ensure membership is representative of the service, • be assisted in information sharing and planning and running events/projects by the group members 	Ongoing	Staff Support Officer and HWL group
Mediation Service	When it is fully running, the staff support officer will be involved in allocating referrals to the mediators and will keep basic, anonymised, information from evaluation forms to measure the success of the service.	Started August 2009	Staff Support Officer
Employability	SSO will gather information re. Employability and consider how employability could be promoted and enhanced within social work and the link into existing staff recruitment policies, training, staff support in terms of counselling, backcare and mediation.	By end of October 2009 (Completed)	Staff Support Officer
Health and the Environment	Make links into council Reduce, Reuse, Recycle policy and specifically focus on Energy Efficiency. Link to Cycle to work and Car share schemes. Link in with Energy Efficiency campaign in October 2009	Article into Staff Matters Autumn 09 (Completed)	Staff Support Officer and HWL group
Benchmarking	Benchmarking of performance as regards HWL has been agreed looking at absences between councils (external) and health and safety incident reporting between services (internal)	Report by June 2010	Staff Support Officer

ACTION PLAN (2010 - 2011)

PROVISION (2010 - 2011)	ACTION	TIMESCALE	LEAD OFFICER
Regular health events in the workplace across the department.	These events will continue to provide information on a range of health and lifestyle topics (informed by the HNA), including breast care, healthy-eating, food and mood, environmental issues, drugs and alcohol, HIV and AIDS and dental hygiene. Health checks, complementary therapy taster treatments will also be provided.	At least 2 health events each year	Staff Support Officer & HWL group members
Provide information on health topics - four topics each year and two new topics introduced over the three year period.	<p>Information on health topics (as requested in HNA) and awareness of and how to reduce our impact on the environment will be shared through a variety of methods:</p> <ul style="list-style-type: none"> • Staff Matters • 'all staff' emails • dissemination by the departmental reps on the HWL working group • expert input to groups on specific topics. • notice boards • Staff induction • staff intranet website <p>Some previous topics (breast cancer care, back care, diabetes) will be repeated for new staff and those who didn't manage to attend previously. New topics will include recycling, dental hygiene, money advice.</p> <p>Annual healthy eating information - linked to weight reduction in February of each year.</p>	<p>Bimonthly in newsletter</p> <p>Additional provision on an ad hoc basis linked to events on the health events calendar</p>	Staff Support Officer
Lifestyle health checks	Will continue to be made available at the health events/fayres. Information to be provided on other local services providing health checks (DHLI, L&C)	At least 2 health events each year	Staff Support Officer
Physical Exercise	<p>Taster sessions in physical exercise and/or relaxation sessions will be provided for team development days where possible.</p> <p>The jogging group will continue following the JogScotland training of the Staff Support officer and another member of social work staff.</p> <p>Other opportunities, such as netball and hill walking /climbing Ben Nevis, are supported and enabled by members of the HWL group and other social work staff.</p>	Review April 2011.	Staff Support Officer

PROVISION (2010 - 2011)	ACTION	TIMESCALE	LEAD OFFICER
Smoking cessation	Review current supports by including in HNA and using information from Health Needs Assessment to inform future supports. Actions re. information about local classes and a buddy system being considered.	End of 2010	Staff Support Officer
Mental Health and Wellbeing	Evaluation of training run over 2009/2010 Additional questions included in the HNA are informing practice in this regard. Annual information campaign on mental health and wellbeing: focus on stigma	Summer 2010 2010 survey Each year	Staff Support Officer/Katrina Finnon Staff development service and Staff Support Officer
Statements of Intent and other relevant policies	Following statements of intent to be reviewed <ul style="list-style-type: none"> ○ healthy eating ○ physical activity ○ health and safety planning and training and accident recording and reporting ○ attendance management procedures ○ protecting the environment and considering how the department can improve its recycling and energy efficiency performance Review of Council-wide Alcohol and Drugs and Smoking Policy, plus social work Passive Smoking - Home Visiting Policy	By March 2011 By March 2011	Staff Support Officer/Katrina Finnon

PROVISION (2010 - 2011)	ACTION	TIMESCALE	LEAD OFFICER
Counselling Service	Continue to provide a quality-assured service and respond within a working week to all referrals. Evaluation sheets to be collected by SSO and used to inform improvements in and benefits from service. SSO to visit all counsellors once a year. Any 'hot spots' to be flagged up to Directorate. Employability impact to be reviewed.	Ongoing	Staff Support Officer
Occupational Health and Safety information	The following will be monitored, audited and reviewed annually <ul style="list-style-type: none"> • health and safety training • staff attendance • incidents, accidents and near misses • strategy and action plan 	Annually	Bruce Davidson/ SSO and H&S Steering Group
Health Needs Assessment	New HNA to be run in 2010 and three yearly thereafter. The results to be used to inform the annual action plans and future strategies.	By Autumn 2010	Staff Support Officer
Healthy Working Lives Group	Staff Support Officer will: <ul style="list-style-type: none"> • meet regularly and consult with the HWL group, • ensure membership is representative of the service, • be assisted in information sharing and planning and running events/projects by the group members 	Ongoing	Staff Support Officer and HWL group
Mediation Service	Evaluate the service when run for one full year.	December 2010	Staff Support Officer/ Personnel Service
Employability	Employability information will be included in the Annual report	End of 2010	Staff Support Officer
Health and the Environment	Seek information from staff members across the services re their current recycling facilities at work, and seek to bridge any gaps Complete actions within statement of intent and review Focus on energy saving alternative forms of transport.	Article into Staff Matters Autumn 10 By end of 2011	
Benchmarking	Continue benchmarking of performance as regards HWL between Councils in terms of staff absence and internally re. health and safety incident reporting. Seek sharing of ideas and good practice.	March 2011	Staff Support Officer/ HWL group

ACTION PLAN (2011 - 2012)

PROVISION (2011 - 2012)	ACTION	TIMESCALE	LEAD OFFICER
Regular health events in the workplace across the department.	These events will continue to provide information on a range of health and lifestyle topics (informed by the HNA), including breast care, healthy-eating, food and mood, environmental issues, drugs and alcohol, HIV and AIDS and dental hygiene. Health checks, complementary therapy taster treatments will also be provided.	At least 2 health events each year	Staff Support Officer & HWL group members
Provide information on health topics - four topics each year and two new topics introduced over the three year period.	<p>Information on health topics (as requested in HNA) and awareness of and how to reduce our impact on the environment will be shared through a variety of methods:</p> <ul style="list-style-type: none"> • Staff Matters • 'all staff' emails • dissemination by the departmental reps on the HWL working group • expert input to groups on specific topics. • notice boards • Staff induction • staff intranet website <p>Some previous topics (breast cancer care, back care, diabetes) will be repeated for new staff and those who didn't manage to attend previously. New topics will include recycling, dental hygiene, money advice.</p> <p>Annual healthy eating information - linked to weight reduction in February of each year.</p>	<p>Bimonthly in newsletter</p> <p>Additional provision on an ad hoc basis linked to events on the health events calendar and issues arising from HNA</p>	Staff Support Officer
Lifestyle health checks	Continue to provide at the health events/fayres. Information to be provided on other local services providing health checks (DHLI, L&C)	At least 2 health events each year	Staff Support Officer
Physical Exercise	<p>The jogging group will continue following the JogScotland training of the Staff Support officer and another member of social work staff. Seek other staff members to train as Jogging Group leaders.</p> <p>Other opportunities, such as netball and hill walking /climbing Ben Nevis, are supported and enabled by members of the HWL group and other social work staff.</p>	Review April 2011.	Staff Support Officer

PROVISION (2011 - 2012)	ACTION	TIMESCALE	LEAD OFFICER
Smoking cessation	Supports to be set up based on the feedback from the Health Needs Assessment and reviewed at one year.	End of 2011	Staff Support Officer
Mental Health and Wellbeing	<p>Training to be reviewed in light of feedback and staff needs</p> <p>HNA feedback to continue to inform practice in this regard.</p> <p>Annual information campaign on mental health and wellbeing: focus on stigma</p>	<p>Summer 2011</p> <p>Each year</p>	<p>Staff Support Officer/Katrina Finnon</p> <p>Staff development service and Staff Support Officer</p>
Statements of Intent and other relevant policies	<p>Following statements of intent/policies to be completed and updated/next phase drawn up</p> <ul style="list-style-type: none"> ○ healthy eating ○ physical activity ○ health and safety planning and training and accident recording and reporting ○ attendance management procedures ○ protecting the environment and considering how the department can improve its recycling and energy efficiency performance 	By March 2012	Staff Support Officer/Katrina Finnon
Counselling Service	<p>Continue to provide a quality-assured service and respond within a working week to all referrals.</p> <p>Evaluation sheets to be collected by SSO and used to inform improvements in and benefits from service.</p> <p>SSO to visit all counsellors once a year.</p> <p>Any 'hot spots' to be flagged up to Directorate.</p> <p>Employability impact to be reviewed.</p>	Ongoing	Staff Support Officer
Occupational Health and Safety information	<p>The following will be monitored, audited and reviewed annually</p> <ul style="list-style-type: none"> • health and safety training • staff attendance • incidents, accidents and near misses • strategy and action plan 	Annually	Bruce Davidson/ SSO and H&S Steering Group

PROVISION (2011 - 2012)	ACTION	TIMESCALE	LEAD OFFICER
Healthy Working Lives Group	Staff Support Officer will: <ul style="list-style-type: none"> • meet regularly and consult with the HWL group, • ensure membership is representative of the service, • be assisted in information sharing and planning and running events/projects by the group members 	Ongoing	Staff Support Officer and HWL group
Mediation Service	Evaluate the service annually and review procedures.	December 2011	Staff Support Officer/ Personnel Service
Employability	Employability information will be included in the Annual report	End of 2010	Staff Support Officer
Health and the Environment	Continue to provide information on the council's reduce, reuse and recycle strategy Complete actions within statement of intent and review Focus on cooking from scratch, reducing food wastage, local vegetable boxes information.	Article into Staff Matters By March 2012	
Benchmarking	Complete benchmarking Consider other forms of self evaluation. Sharing of ideas and good practice.	March 2012	Staff Support Officer
Promote Community Health and Well being	Consider what activities will be undertaken to promote community health and include actions in next three year strategy	March 2012	Staff Support Officer/ HWL group