***Organisational Development, Policy & Communications***

**Inverclyde Council**

**Health and Wellbeing Strategy**

**2021 – 2023**

    

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Foreword

by Aubrey Fawcett

The Council’s greatest asset is our workforce and every effort should be made to ensure there are appropriate, proactive and accessible resources to keep staff well and ensure that everyone supports and pays attention to wellbeing on a daily basis.

Improvements to the health of Inverclyde Council’s employees can beneficially impact not only on their wellbeing and quality of life but also on that of their families, as well as the whole community and society in general.

We recognise that we are in a unique position to educate, motivate and support our employees to understand the importance of looking after their health, and wellbeing.

Like many organisations, Inverclyde Council has an in increasingly aging workforce and to help us prepare for the future we recognise that we must continue to support the health of each and every individual member of staff.

Employee involvement is key, employees can influence the culture of an organisation through their own actions which can, in turn, bring about real improvements to their health and wellbeing.

Looking after our employees’ health and wellbeing is a key priority for the Council, but to make a difference we need to work together, and for everyone to take proactive steps to make the difference.



# Introduction

We know that our employees are facing increasingly challenging times, where some budgets are being reduced but the demand for services is increasing, and we recognise work can be a potential cause of stress. The arrival of Covid-19 has acted as a springboard bringing about an incredible scale and pace of change, and has highlighted the contribution of the entire Council workforce. Therefore, there is a collective responsibility to build on this momentum and continue to change, keeping people at the heart of all we want to achieve.

However, workforce wellbeing cannot be achieved by one-off initiatives. Instead we recognise that a proactive health and wellbeing strategy is essential for safeguarding the health of our employees and the long term sustainability of the Council.

It needs to be based upon good people management, leadership and culture, and to be central to service delivery.

The aims of the strategy are in keeping with the Councils vision for Inverclyde:

*‘Nurturing Inverclyde: Getting it right for every Child, Citizen and Community’*

# Purpose and Scope

This strategy has been created as part of a wider commitment to provide the best possible opportunities for employees to improve their health and wellbeing and supports Theme 3 in Inverclyde Council’s People and Organisational Development Strategy 2020-23 ‘Being an Employer of Choice’ which highlights the Council’s priorities in providing an inclusive and safe working environment whilst taking a proactive approach to ensuring there is positive outcomes for employee wellbeing.

# Strategic Aims

Our Health and Wellbeing Strategy will focus on a holistic approach to employee wellbeing and will set out objectives that must be integrated throughout the organisation recognising that it cannot stand alone, and is designed to embed in our culture, leadership and people management.

The strategy aims to:

* Facilitate and promote a safe and healthy working environment
* Improve the physical, mental health and emotional, and financial wellbeing of our employees
* Encourage and support employees to take responsibility for their own health and wellbeing, and that of others, by developing and/or maintaining a healthy lifestyle
* Ensure support is available to all employees when they need it by providing information and signposting resources to increase employee awareness
* Enable and support employees to maximise attendance at work
* Promote effective people management through the provision of training and guidance to managers/supervisors to ensure they have the skills and knowledge to support both themselves and their employees to improve their health and wellbeing and to maintain attendance at work
* Ensure policies and procedures that are already in place to support employee wellbeing are reviewed regularly to support this strategy

This supports Organisational Priority 9 and 10 in our Corporate Plan 2018-2022:

* To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources
* To develop motivated, trained and qualified employees who deliver quality services that meet current and anticipated service needs

# Wellbeing at Work

Work can have a positive impact on health and wellbeing and research has shown that there is a positive link between the introduction of wellness programmes in the workplace and improved physical and mental health wellbeing for employees (see Appendix 1a).

Wellbeing is not just the absence of illness, an alternative to creating good work or about surviving difficult working conditions, and it’s not a one off event. For individuals wellbeing is about engagement, fulfilment and satisfaction. For the Council it is reflected in absence levels, productivity, turnover, reputation and values. A healthy, fit and motivated workforce is essential to ensuring the Council can deliver its services.

Our workforce data shows that we have an increasingly aging workforce which could lead to an increase in long-term health conditions (see Appendix 1b) and our absence data notes that musculoskeletal and mental health account for significant percentage of all absences with mental health absences rising considerably during the past year (see Appendix 1c). Therefore, looking after our employees’ health and wellbeing is a key element in reducing sickness absence and early intervention is vital.

# Engagement and Participation

Employee Health and Wellbeing Surveys were undertaken in response to the Covid-19 pandemic recognising that the ‘ask’ of the Council and its employees had never been greater. We have had to make rapid changes to how we operate, including how and where jobs are carried out, as well as planning for, or returning staff to work safely. Employees in turn, have had to navigate new ways of working as well as adapt to changing circumstances.

Two surveys were issued, a General Survey to all staff on 10 July 2020 and another specifically for term-time staff and teachers on 14 August 2020. The question sets in both surveys were broadly similar and both had response rates of 39% (General – 776 respondents, Term-time – 627 respondents).

The purpose of the surveys was to consult with our staff to establish the impact of the pandemic on their health and wellbeing, their experiences of support, communication and connection, and new ways of working.

Understanding what our employees want is a major driver behind our health and wellbeing strategy.

# Strategic Approach

The Council’s Health and Wellbeing Delivery Plan will be based on priorities identified through the following drivers that are aligned to sustaining and improving wellbeing and resilience in our workforce:

* Scottish Government’s National programme for improving Mental Health and Wellbeing in the workplace
* Inverclyde People and Organisational Development Strategy 2020-2023
* Corporate Plan 2018-2022
* Local Outcomes Improvement Plan 2017-2022
* Retaining Gold standard for Healthy Working Lives
* The outcome of Employee Health and Wellbeing Surveys 2020, and
* Workforce information on age profile, absence and turnover

# Three Pillars of Health and Wellbeing

Our approach to health and wellbeing is based on Three Pillars of Health and Wellbeing which combine (and often interact) to determine an individual’s overall wellbeing. This is a holistic approach designed to create a healthy workplace for all and to ensure positive outcomes for employee wellbeing.

## Pillar One: Mental Health and Emotional Wellbeing

Our mental wellbeing is about how we think, how we behave, how life affects us and how we cope with it, how we engage with others and the choices we make.

A wide range of factors can contribute to or cause mental health issues, for example having caring responsibilities, financial concerns and physical ill health.

Covid-19 could be exacerbating some of these factors, coupled with extended periods of remote working which could further fuel feelings of anxiety and loneliness due to less connection with colleagues or making it difficult for employees to switch off and balance work and home life.

We should ensure that if employees need support they know what services and resources are available and how to access such support.

## Pillar Two: Physical Wellbeing

A state of physical wellbeing is not just the absence of disease. It includes lifestyle behaviour choices to ensure continued health, avoid preventable diseases and conditions, exercise and eating healthily.

The World Health Organisation and NHS recommends that adults undertake at least 150 minutes of moderate-intensity aerobic physical activity per week.

Physical activity has many positive effects, including reducing the risks around non communicable disease, for example, type 2 diabetes and preventable cancers. In addition, engaging in exercise is important to maintaining a healthy weight and staying emotionally fit by improving sleep, mood and self-esteem.

During this period, and beyond, where work routines are likely to change it is important that we support employees to engage in regular exercise, eat healthily and limit alcohol consumption.

## Pillar Three: Financial Wellbeing

Financial Wellbeing is the way in which an individual manages money daily, creates precautionary savings, finances goals and creates wealth management and financial confidence. Poor financial wellbeing has many downsides, including having a detrimental impact on an individual’s health, for example, financial pressures that are not well managed can result in stress related illness, poor work performance, and lead to potentially poor decisions to ease financial hardship such as increased gambling.

During this period, and beyond, where many employees are embracing different working practices we should signpost employees to the financial support services available and how to access them.

# Delivery of the Strategy

The following actions will promote health and wellbeing:

## Pillar One: Mental Health and Emotional Wellbeing

Access to information and support that enables staff to manage and promote their own mental health and emotional wellbeing including: referral to our Occupational Health Service for counselling where appropriate, stress management workshops, information and training for managers including identifying and managing mental health and stress in others.

## Pillar Two: Physical Wellbeing

Access to information and services that enable staff to undertake positive actions in promoting their own physical health and create opportunities for employees to engage in a healthy lifestyle, supported through Healthy Working Lives initiatives and working in partnership with external partners/providers including Inverclyde Leisure increasing their reduced cost offering to employees, and offering free online classes to members of the Council.  Occupational Health and Inverclyde Leisure will work together in the Live Active Programme, ensuring employee referrals are made where appropriate.

## Pillar Three: Financial Wellbeing

Promoting financial opportunities to ensure that employees are aware of existing resources and have access to financial information and support that can allow employees to focus on their financial status to make informed choices that could allow them to save money, for example, through the use of negotiated staff discounts, independent financial advice from Blythswood Associates and welfare advice though the Council’s Money Advice Service

# Embedding Employee Health and Wellbeing

The POD Strategy 2020 – 2023 has already progressed a number of key actions during 2020 that supports employee health and wellbeing including:

* HR policies and procedures are to be reviewed including alcohol, drugs and gambling policy
* A Leadership Development Event held last year was attended by over one hundred and twenty managers. The focus of the event was health and wellbeing to support managers and for managers to support their staff
* The Council aims to continue to demonstrate its long term commitment to the health and wellbeing of employees by retaining the ‘Healthy Working Lives’ Gold Award.
* Retention of the Council being recognised as a Disability Confident employer

The POD Strategy also commits to liaise with ICT on the development of kiosks for staff without a computer to access e-learning courses which would include those focused on health and wellbeing, a review of communication channels for non-pc users, the provision and promotion of training available to managers and employees, and to work in partnership with the trade unions to maintain positive and effective relationships.

# Health and Wellbeing Delivery Plan

A programme of action will be carried out over the lifespan of the strategy which will achieve our strategic aims and have longer term benefits. The actions will be reviewed and updated as we learn what works best for the organisation.

It is our intention to develop engagement mechanisms to monitor the implementation of the strategy and to identify other areas where the Council can support the health and wellbeing of our entire workforce, making it accessible to all.

The Three Pillars of the Strategy will be supported by the following areas of activity:

## General Actions

* 1. Supporting organisational vision and values for staff health and wellbeing
	2. Improved communication with non PC based staff

## Pillar One - Mental Health and Emotional Wellbeing

* 1. Support managers and staff to recognise signs and symptoms in themselves and others, in times of stress and anxiety
	2. Reduce feelings of isolation and sustain team identity and focus

## Pillar Two - Physical Wellbeing

* 1. Provide access to information and resources that enable staff to undertake positive actions on promoting their own physical health
	2. Utilise the Healthy Working Lives programme to proactively promote and encourage employees to make positive health choices

## Pillar Three - Financial Wellbeing

* 1. Promote information to employees highlighting the negative impact poor financial wellbeing can have on their overall health and wellbeing
	2. Provide opportunities to employees to take stock of their finances and offer access to financial information and support

The Delivery Plan with appropriate actions is included as Appendix 2

Integral to supporting the strategy the Council has recruited a dedicated resource which will have a focus on driving forward the work that is contained in the Delivery Plan and its improvement activities. The resource will also support the leads of the various areas of activity in the delivery of the plan, working and engaging in partnership with a range of internal and external stakeholders to develop effective collaboration and working practices that supports both transformational change and helps to ensure that all improvement actions are delivered on time and as agreed, with the intention that the strategy becomes embedded in the ethos of the organisation so that it is sustainable beyond the life of the strategy paper.

Essential to the governance process is the improvement actions, sitting underneath each of the Primary Drivers and specifically for the timescales, and have been identified as:

* Commitment 1 – Within the next 12 months
* Commitment 2 – Up to 18 months
* Commitment 3 – up to 24 months

# Monitoring and Compliance

Progress following this strategy will be measured against the objectives contained in the Health and Wellbeing Delivery Plan by members of the Health and Wellbeing project group, reporting regularly to the Head of Organisational Development, Policy and Communications.

# Evaluation

Progress on activity and specific targeted initiatives will be measured over the life of the strategy starting from the baseline of the Employee Health and Wellbeing Surveys 2020, via staff feedback and survey, as well as sickness absence reporting.

It is anticipated that there will be an improvement in the measures noted in the Delivery Plan over the life of the strategy, and beyond, and in turn lead to an overall improvement in the health and wellbeing of our workforce, increase engagement and improve responses to health and wellbeing surveys, improve rates of management training and, in turn, the support provided to employees, and maintain Gold Standard of the Healthy Working Lives Award, with the intention that this strategy becomes embedded in the ethos of the organisation so that it is sustainable beyond the life of the strategy paper.

# Appendix 1a : The Impact of Wellbeing Activity

A report produced by the The Chartered Institute of Personnel and Development (CIPD) following their Health and Wellbeing at Work Survey 2020 found that wellbeing activity resulted in healthier cultures in public sector organisations as noted below:

## The impact of well-being activity in the public sector

# Appendix 1b : Workforce Data

The CIPD also published a report in October 2019 looking at trends in the UK workforce (Megatrends Aging Gracefully: The Opportunities of an Older Workforce). The report highlighted that there has been a phenomenal increase in life expectancy at older ages that presents a challenge from a workforce perspective, the proportion of over-50’s in the workforce has increased to 32% and the ratio of older people in the workforce has grown at a faster rate than younger people which is likely to lead to more older people in work in the future.

Our Corporate Improvement Plan 2018-2022 includes information on the demographic composition of Inverclyde’s population and noted that 50.5% of residents were aged over 45.



This trend is reflected in the age composition of our workforce noted in the tables below:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **% 17-25** | **% 26-35** | **% 36-45** | **% 46-55** | **% 56-79** |
| March 2020 | 5 | 15 | 21 | 30 | 29 |
| *March 2019* | *5* | *15* | *21* | *32* | *27* |
| *March 2018* | *4* | *15* | *21* | *34* | *26* |
| *March 2017* | *3* | *15* | *21* | *35* | *26* |

This data from the Yearly Workforce and Activity Report (Full Council) April 2019 to March 2020 shows that 59% of our employees are aged over 45, and this has remained stable since 2017.

With retirement ages increasing, it is becoming increasingly important for employees to remain physically and mentally healthy, not just to remain in work but to be able to enjoy an active and healthy life outside work.

As our workforce ages employees may be more likely to develop long-term health conditions and/or disabilities, therefore, we have a duty of care in terms of managing employee health and wellbeing in order to maintain a high performing workforce. Workforce planning is used to ensure that the impact of such structural changes on employee wellbeing is mitigated as afar as possible

The ageing workforce is an important factor behind the business case for investing in employee health and well-being.

# Appendix 1c : Absence

Employee absence is a significant issue so it is important that we develop a supportive workplace that can help employees to manage their health and work. The CIPD Health and Wellbeing at work 2020 report noted that sickness absence in the public sector has fallen slightly from 8.4 days per employee in 2019 to 8 days in 2020.

However, our absence data noted below shows that sickness absence has increased slightly from 9.04 days per employee in 2018/19 to 9.18 days in 2019/20. Despite this slight increase recently published data by the Local Government Benchmarking Framework from the Improvement Service (Summary of Sickness Absence SPI Results for Scottish Councils - 2019/20 Financial Year) shows that Inverclyde has a ranking of 6 out of 32 local authorities included in the data which is to be commended.

Our data was sourced from reports run from CHRIS21, based on employee headcount (not FTE) which was able to show the overall level and frequency of absence across our employee population.

## Absence Data

|  |  |  |
| --- | --- | --- |
|  | **2018/19** | **2019/20** |
| **Staff in Post - Headcount** | 4976 | 4908 |
| **Overall Number of working days lost**  | 33905 | 33770 |
| **Days lost due to Musculoskeletal** | 6701 | 6870 |
| **Days Lost due to Mental Health (incl work-related stress** | 8877 | 10691 |
| **Average Days Lost per Employee** | 9.04 | 9.18 |

The data for all absence shows a decrease in the number of working days lost from 33,905 in 2018/19 to 33,770 in 2019/20, However, it highlights there are significant days lost due to:

* Musculoskeletal - an increase from 19.76%% in 2018/19 to 26.18% in 2019/20, and
* Mental health - an increase from 20.34% in 2018/19 to 31.65% in 2019/20

This illustrates that musculoskeletal and poor mental health (including work-related stress) are among the highest causes of absence and equate to 52% of total absences in 2019/20 (% calculated against total days lost).

## Absence Due to Mental Health

A comparison was carried out for mental health absences from April to December 2019 and for the same period in 2020, this showed a slight decrease from 7,755 days lost to 6,941 days lost respectively. This may be due to an increase in homeworking and employees shielding during the Covid-19 pandemic contributing to an overall drop in absence days (24,249 to 19,070), however, while there has been a slight decrease in mental health absences when measured against the overall number of days lost it shows a significant percentage increase from 32% to 36% in the first 9 months of pandemic and highlights that this is a substantial issue with the probability that employees have been adversely affected by its impact.

In September 2020 the CIPD produced a report: Coronavirus (Covid-19): Mental Health Support for Employees, and noted that mental health related absence is the most common cause of long-term sickness absence in UK workplaces. This view is also supported by Health and Safety at Work: Stress, Anxiety and Depression Statistics 2019 which highlight that 54% of all working days lost were due to mental ill-health.

The CIPD also acknowledge that these facts relate to a world pre Covid-19 and that early indications suggested that the pandemic (and measures taken by government to control it such as lockdowns and social distancing) will have a significant impact upon the mental health of employees, and that these mental health implications will be visible long term as employees struggle with working from home, leaving home to go to work, childcare responsibilities or find it difficult to cope with minimal social contact.

It is, therefore, essential that this area of wellbeing is given appropriate emphasis in our health and wellbeing actions.

#  Appendix 2 : Health and Wellbeing Strategy Delivery Plan

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| **General Actions** |
| **Area of Activity** | **Where are we now?** | **Where do we want to be?** | **How will we get there?** | **Timescales** | **Who will lead the activity?** | **RAG Status** | **How will we know we are getting there?** |
| Supporting organisational vision and values for staff health and wellbeing | Approval given for HR Adviser Health and Wellbeing to support health and wellbeing initiative in post until November 2021Allocation of additional resources to allow effective delivery of the strategy during COVID recovery period | A culture of inclusiveness and permission to care for oneself that informs and permeates through the organisationIncreased visibility of senior leadership | Have representation at CMT level to raise visibility of health and wellbeingAdapt the remit of the Corporate Workforce Planning Development group to include health and wellbeingHR Advisor (H&WB) to engage with services to promote health and wellbeing | Commitment 1Commitment 1Commitment 1 | Head of OD, Policy & CommsHR & OD ManagerHR Advisor (H&WB) | Ongoing through life of strategyOngoing through life of strategyOngoing through life of strategy | Head of OD, HR & Comms to provide regular updates to CMT on progress of health & wellbeing delivery planThe Corporate Workforce Planning & Development group will extend remit to include health & wellbeingNew staff will know who the leaders are in their area with Service Manager/HoS making contact within 4wks of start dateIncreased health & wellbeing activity to support specific needs of service areas |
| **Area of Activity** | **Where are we now?** | **Where do we want to be?** | **How will we get there?** | **Timescales** | **Who will lead the activity?** | **RAG Status** | **How will we know we are getting there?** |
| Improved communication with non PC based staff | There is a section of the workforce who do not have access to a PC at work due to the nature of their jobsThere is no mechanism to measure and evaluate the uptake and effectiveness on interventions designed to promote health and wellbeing | Improved communication channels and access to resources for all staff groupsPromote a positive perception of the Council and a culture of personal responsibility for one’s own health and work colleagues health and wellbeing  | Develop the content of a dedicated health and wellbeing hub on the Council website promoting health and wellbeing and resources that all staff can access | Commitment 1  | HR & OD Manager | Not yet started | Increased internet activity in relation to the provision of a dedicated central repository for health and wellbeing information, events and resourcesMonitoring of PC kiosks for staff without a computer to access health and wellbeing resources including e-learning courses |

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| **Pillar One - Mental Health and Emotional Wellbeing** |
| **Area of Activity** | **Where are we now?** | **Where do we want to be?** | **How will we get there?** | **Timescales** | **Who will lead the activity?** | **RAG Status** | **How will we know we are getting there?** |
| Support managers and staff to recognise signs and symptoms in themselves and others, in times of stress and anxiety | There are a number of online resources available to managers and staff through ICON on managing stress and promoting good mental health including e-learning coursesSenior Leadership Training provided by MindGym to support managers to empower employees in dealing with mental health issues – Dec 20 | Design and develop a set of resources that supports and enables resilience in the workplace | Managers to refer employees to OH who have mental health concernsEnsure that managers are trained and are able to provide appropriate support to their teams including signposting information and resourcesEncourage all staff to effectively manage their time to ensure that they are able to take regular breaks to avoid stress in their working dayReview of Stress, Mental Health and Wellbeing PolicyTrauma informed training to be made available to all staff | Commitment 1Commitment 1Commitment 1Commitment 1Commitment 1 | Service Managers/Team LeadersHR & OD ManagerService Managers/Team LeadersHR Advisor (H&WB)HR & OD Manager | Ongoing through life of strategyOngoing through life of strategyOngoing through life of strategyNot yet startedNot yet started | Improvement in mental health and stress related absence Improvement in staff resilienceManagers are trained to support staff who have poor mental health and understand this is a core part of their roleManagers refer employees to OH for early intervention where appropriate for support and adviceManagers/staff should manage their diaries appropriately to ensure that they are able to take regular breaks to promote good work-life balanceWhere possible emails should be sent during normal working hoursProvision of a space for staff to take a break away from their desks where practicableUpdated Stress, Mental Health and Wellbeing Policy will be made available to all managers/staff |
| **Area of Activity** | **Where are we now?** | **Where do we want to be?** | **How will we get there?** | **Timescales** | **Who will lead the activity?** | **RAG Status** | **How will we know we are getting there?** |
| Reduce feelings of isolation and sustain team identity and focus | Regular communication among team/section members on a daily or weekly basis Communication with line managers less often than daily or weekly | Improved communication between line managers and their teams/sections to routinely facilitate health and wellbeing discussions | Managers and supervisors have the tools needed to support themselves and manage the health and wellbeing of their staff Regular team and individual meetings to be held with all staff regardless of work location which routinely facilitates wellbeing discussions  | Commitment 1Commitment 1 | HR & OD ManagerService Managers/Team Leaders | Ongoing through life of strategyOngoing through life of strategy | Increased uptake in managerial training to support health and wellbeingManagers feel supported through senior management, peer and HR supportImprovement in perception of how employees feel supported through increased communication with their line manager including discussions on wellbeing Managers should carry out coffee break meetings/team huddles/toolbox talks with staff once a week where appropriateEmployees will feel less isolated |

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| **Pillar Two - Physical Wellbeing** |
| **Area of Activity** | **Where are we now?** | **Where do we want to be?** | **How will we get there?** | **Timescales** | **Who will lead the activity?** | **RAG Status** | **How will we know we are getting there?** |
| Provide access to information and resources that enable staff to undertake positive actions on promoting their own physical healthUtilise the Healthy Working Lives programme to proactively promote and encourage employees to make positive health choices | There are some staff benefits that employees can access including: discounts to Inverclyde Leisure membership fees, cycle to work scheme, discount on self-referred physiotherapy, health checks though OH Drop In ServiceE-learning modules on healthy living and life balanceHealthy working Lives Programme promoting positive health choices | Provide increased opportunities for our employees to be physically activePromote other aspects that encourage good physical health | Provide information relating to physical exercise which promotes a healthy and active lifestyleEncourage staff to use the facilities offered for health checks through OH Drop In ServiceManagers to refer employees to OH who have musculoskeletal concernsFurther develop staff benefits that encourage physical health including discounts for classes and facilities for Inverclyde Leisure – agreed reduction in costs for classes/events and also free on-line coursesDevelop information and resources to encourage healthy eating, good sleep, the impact of alcohol and smoking on healthProduce interactive health initiatives through Healthy Working Lives to increase staff engagementEncourage homeworkers/staff working from home to be physically active during the day | Commitment 1 Commitment 1 Commitment 1 Commitment 1 Commitment 1 Commitment 1 Commitment 1  | HR & OD ManagerHR & OD ManagerService Managers/Team LeadersHR & OD ManagerHR & OD ManagerHR & OD ManagerHR & OD Manager | Ongoing through life of strategyOngoing through life of strategyOngoing through life of strategyNot yet startedOngoing through life of strategyOngoing through life of strategyOngoing through life of strategy | Increased uptake of staff accessing Inverclyde Leisure facilitiesImprovement in numbers of staff utilising the OH Drop In Service Managers refer staff to OH for musculoskeletal related conditions where appropriateImproved participation in Healthy Working Lives events and training |

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| **Pillar Three - Financial Wellbeing** |
| **Area of Activity** | **Where are we now?** | **Where do we want to be?** | **How will we get there?** | **Timescales** | **Who will lead the activity?** | **RAG Status** | **How will we know we are getting there?** |
| Promote information to employees highlighting the negative impact poor financial wellbeing can have on their overall health and wellbeing Provide opportunities to employees to take stock of their finances and offer access to financial information and support | Employees can access support from the Money Advice Service, this is not on ICON but through the Council websiteICON has information on financial support through links to an independent financial advice service through Blythswood Associates and ScotWest Credit UnionE-learning module on managing personal finance | Provide mechanisms for our employees to be more financially resilient  | Raise awareness of the current support services available Ensure that employees are signposted to and can access the Money Advice Service through Council’s website Provide options for saving through direct payroll deduction | Commitment 1 Commitment 1 Commitment 1  | HR & OD ManagerHR & OD ManagerHR & OD Manager | Ongoing through life of strategyOngoing through life of strategyOngoing through life of strategy | Increased uptake of available resourcesEmployees feel better equipped to deal with financial challenges |