

Health and Wellbeing Framework



Employee 
Wellbeing
Live Life Well

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1 Introduction

Employees of Perth & Kinross Council spend a great deal of time at work. It is vital therefore, that we work together to create and sustain a healthy working environment and positive wellbeing culture to ensure that we *Live Life Well*.

Healthy Working Lives is a key theme within our [Corporate Workforce Plan 2018-2021](#) and we seek to support our employees through ill health prevention, early intervention and building resilience, particularly in times of change.

We have a large workforce which is geographically dispersed and culturally diverse. Providing managers with the tools and support to manage their employees is fundamental as we evolve our approach. This will enable managers to take account of individual circumstances and strike a balance between policy direction and applying discretion. Our Health and Wellbeing Framework is principles-led, evidence-based and outcome-driven.

Everyone has a role to play - employees, managers, management teams, trade unions and elected members.

Through the key relationship between manager and employee, this framework is designed to integrate health and wellbeing in all work activities and practices. It is intended to support a positive working environment and wellbeing culture throughout the employment journey, whilst enhancing capacity and improving performance. It also reinforces the accountabilities of employees, managers and management teams.

The Framework applies to **all employees** of Perth & Kinross Council and is supported by other operational guidance, including How To Guides.



2 Health and Wellbeing Strategy

2.1 What Do We Mean by Wellbeing?

Wellbeing is the state of being comfortable, healthy or happy and refers to a range of factors which collectively impact on how we feel and are able to **Live Life Well**. These are:

- + **Physical Wellbeing** - physical make-up of an individual
- + **Mental Wellbeing** - emotional and physical make-up of an individual
- + **Lifestyle Choices** - choices individuals make which impact on their wellbeing
- + **Financial Wellbeing** - individual or family finances that may impact on health

2.2 What Are the Benefits to The Council and the Wider Community?

The Council's vision is of a confident and ambitious Perth and Kinross, to which everyone feels they can contribute and share. The Council's ambition is to be an excellent organisation, delivering high-performing quality services that meet the needs of our communities.

Evidence from the Chartered Institute of Personnel & Development and Simplyhealth's Annual Report dated 2 May 2018 - [Health and Well-Being At Work](#) - shows that establishing a strategic approach to wellbeing is much more likely to lead to successful business outcomes, such as higher employee engagement, improved productivity, and reduced sickness absence rates.

It is therefore important that we continue to promote a strategic approach to employee health and wellbeing, in partnership with employees, managers, management teams, trade unions and elected members and acknowledge the impact employee wellbeing can have on the Council's ability to fulfil its ambition.

Our approach to wellbeing is built on three main areas of support which will benefit individuals, their families, the Council as the employer and ultimately the wider community:

- + Leadership
- + Resilience
- + Wellbeing and Performance

We encourage all employees to be healthy, resilient and active to **Live Life Well**.

2.3 How Will We Know if the Health and Wellbeing Framework is Effective?

- + We will regularly review the effectiveness of the framework following implementation and gather feedback from managers, management teams, trade unions and employees to better understand their experience.
- + We will monitor and analyse absence levels and the underlying reasons for absence and share relevant findings, where appropriate.
- + We will monitor other data such as levels of employee engagement, formal grievance and turnover rates.
- + We will provide a range of health and wellbeing learning opportunities and campaigns.
- + We will analyse feedback from a range of relevant sources, such as the health and wellbeing learning opportunities and campaigns and the annual employee engagement survey.
- + We will share best practice on health and wellbeing through the Local Government Benchmarking Framework (LGBF).
- + We will use our Corporate Workforce Plan to provide updates on progress made.

3 Supporting Health and Wellbeing

3.1 Policy Statement

Throughout your employment journey with us, we want you to have a positive employee experience which supports your health and wellbeing. From time to time you may suffer from ill health and be unable to attend work. The Council's aim in managing health and wellbeing is to be supportive, whilst balancing the impact on service delivery. This means providing ill health prevention opportunities; discussing your health and wellbeing regularly; offering early intervention solutions and support; maintaining contact, where appropriate with you whilst you are absent; and supporting your return to work after sickness absence. **Key roles and responsibilities** set out how we work together to support health and wellbeing.

3.2 Key Principles

We recognise the important leadership role in promoting a positive wellbeing culture. Our leadership will be based on the following principles:

Promote a healthy working environment and positive attendance culture

Make employees aware of their responsibilities for their own health, safety and wellbeing, as well as for others

Encourage employees to adopt a healthier lifestyle through the promotion of national campaigns, learning lunches and events

Encourage employees to seek advice/support from a trade union representative at any time, in addition to accompanying them at any formal stage

Ensure managers are accountable for the decisions they make in supporting the health, safety and wellbeing of their employees

Encourage managers to take a supportive and constructive approach to health and wellbeing, taking into account individual circumstances

Provide learning and development opportunities to managers which promote positive attitudes and behaviours

Provide an Occupational Health Service to enable managers to make appropriate decisions

Comply with all relevant employment and Health & Safety legislation, including the General Data Protection Regulations (GDPR) and Equality Act

3.3 Health and Wellbeing Promotion

Our primary focus is on ill health prevention. It is important to us that you take reasonable care of your own health, safety and wellbeing and are aware of the lifestyle choices you make and those you can make to improve and maintain good health.

Physical Wellbeing/Lifestyle Choices

Making healthy food choices, undertaking regular exercise and avoiding or reducing damaging substances like tobacco, alcohol and excessive amounts of sugar and salt and getting enough sleep each night are examples of lifestyle choices you can make to improve and maintain good health. Small changes to increase physical activity such as how we travel to work each day. Developing and maintaining healthy habits can help to ensure we all *Live Life Well* and ultimately maximise your attendance at work.

Mental Wellbeing

From time to time, as well as our physical wellbeing, our mental wellbeing can be affected. Challenges to mental wellbeing may range from the worries we all experience as part of everyday life to serious long term conditions. Some pressure can be positive and can improve our personal resilience and increase productivity. However, when this is prolonged or sustained our ability to cope with the day-to-day demands can be adversely impacted. The stage at which pressure becomes stress will vary from person to person. We all have different tolerance levels and people will also be affected by non-work pressures, which may lead them to react adversely to work pressures earlier. The Council's **Occupational Stress Management Arrangement and Guidance (Link)** is there to support you and should be used at an early stage.

Financial Wellbeing

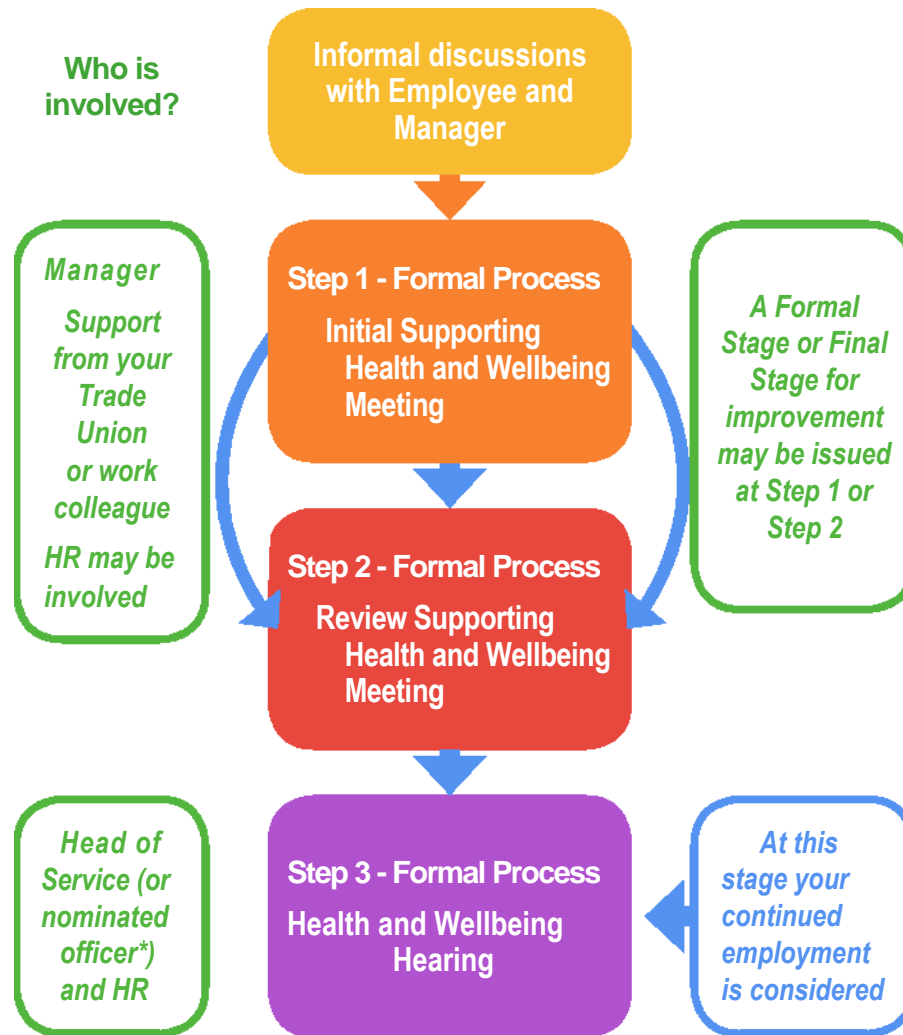
Our physical, mental and financial wellbeing are interlinked. Feeling less confident about your finances may have an effect on other areas of your life, which may affect your attendance and performance at work. The Council's **Welfare Rights Team** offers a free confidential and impartial advice service on basic money and debt advice and can be approached to support you or family members.

Resilience

A proactive approach to health and wellbeing will build resilience on an individual team and organisational level.

4 Supporting Health and Wellbeing Procedure

The Supporting Health and Wellbeing Procedure includes informal and formal stages. Detailed below outlines each stage of the Supporting Health and



Wellbeing Procedure:

* Executive Director (Education & Children's Services) for employees on Teacher's Terms and Conditions of Employment.

4.1 Informal Discussions

The relationship between you and your manager is an important one - we want you to be yourself at work. Informal discussions between you and your manager are opportunities to get to know you and discuss what else may be going on at work or home that could affect your wellbeing and performance. It builds relationships. Talking regularly about your health and wellbeing helps us to understand how you are feeling and how we can support you. It may help us to plan for events or discuss emergency arrangements which may be needed, so that we can plan together, as far as practical to ensure work is not a complicating factor when events arise.

You should feel able to speak regularly about your workload, work-life balance or anything that may impact on your health and wellbeing. It's okay not to be okay. In order for us to support you as much as we can, we encourage you to tell us anything that may be impacting on your health and wellbeing. This will be treated in confidence.

It is important to identify if there is any additional support or reasonable adjustments you may need, either as a temporary measure or something more permanent and this will assist with that.

These discussions should happen regularly as part of 1-to-1 meetings, or when you return to work following an absence. General health, safety and wellbeing issues should also be discussed in team meetings.

There is a wide range of information available for you to access about health and wellbeing, including ill health prevention.

Physical Health

[Winter Flu Vaccination](#) ⓘ

[Active Travel](#) ⓘ

[Men's Health](#) ⓘ

[MacMillan Cancer Support](#) ⓘ

[Drug and Alcohol Support](#) ⓘ

[Women's Health](#) ⓘ

Mental Health

[Occupational Health](#) ⓘ

[Bereavement](#) ⓘ

[Equally Safe \(Domestic Violence\)](#) ⓘ

[Personal Sleep Profile](#) ⓘ

[Mental Health Awareness](#) ⓘ

[Mindspace](#) ⓘ

[Andy's Man Club](#) ⓘ

Lifestyle Choices and Financial Health

[Healthy Eating](#) ⓘ

[Smoking Cessation](#) ⓘ

[BMI Calculator](#) ⓘ

[Cholesterol Levels](#) ⓘ

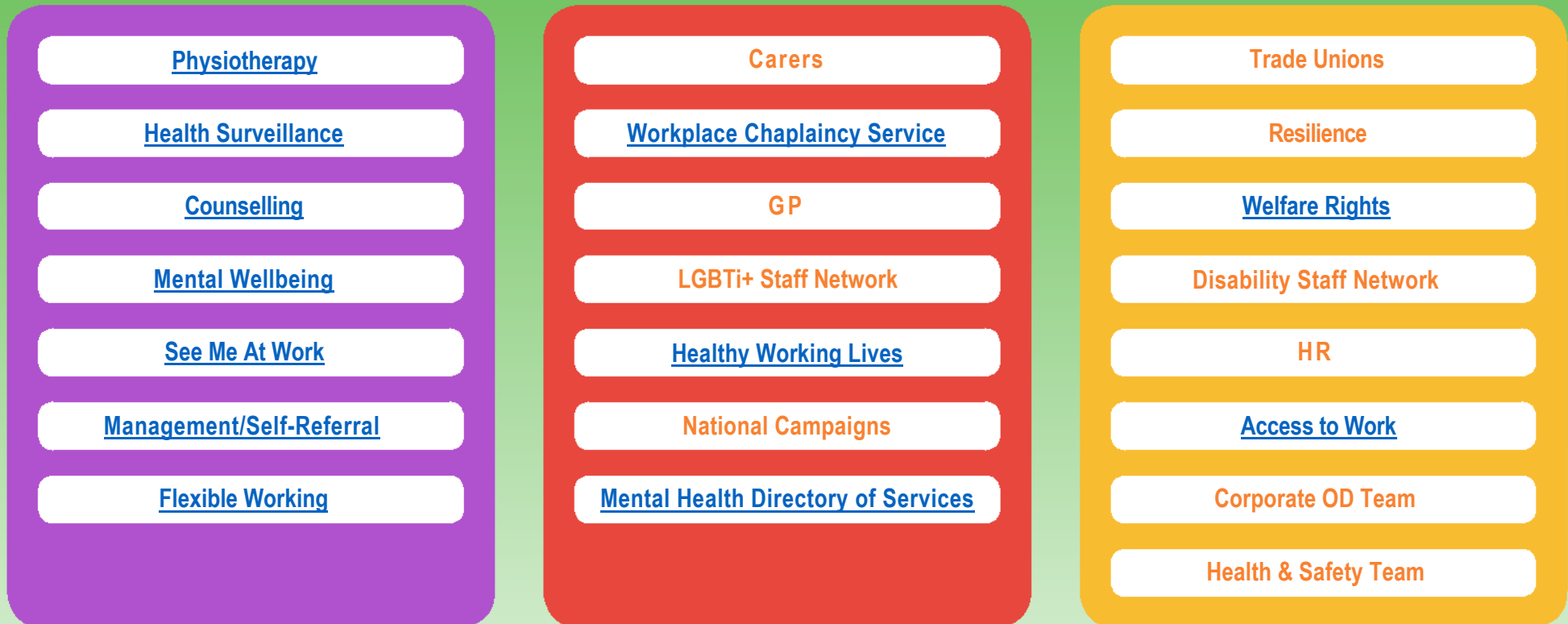
[Recommended Alcohol Intake](#) ⓘ

[Recommended Water Intake](#) ⓘ

[Citizens Advice - Debt](#) ⓘ

[Exercise](#) ⓘ

Through discussions with your manager, it may be agreed that support or early intervention initiatives are required. Detailed below are types of support available:



4.2 Reasonable Adjustments

At each stage of the process, we will consider reasonable adjustments which could be made to your duties or working arrangements in order to support you at work or to assist a return to work. This could be for a number of reasons, such as a disability underlying health condition or caring responsibilities.

If you have a disability, or underlying medical condition which affects your ability to carry out your duties, there is no legal obligation to disclose this to us, however by telling us how this manifests itself at work; we will be able to discuss how best we can support you. The Council will fund the reasonable costs of any adjustment which will support you at work and/or assist a return to work. Funding may also be available from external organisations such as [Access to Work](#). Applications for Access to Work must be made directly by employees, however you can talk through what might help with your manager or Human Resources.

4.3 Absence Notification and Communication

If you cannot come to work because you are unwell, phone your manager to let them know as soon as you can and no later than the local arrangements for sickness notification, as previously agreed with your manager.

Task	Action
Tell your manager	<ul style="list-style-type: none"> + Why you are off + When you think you will be back + If you have any work/meetings to be dealt with while you are off <ul style="list-style-type: none"> + Agree with your manager how and when contact will be made and if necessary, arrange for someone to make contact on your behalf

Task	Action
If your manager has not heard from you within an hour of your due start time on your first day of absence	<ul style="list-style-type: none"> + They will contact you. + If they cannot reach you then they will try other means to contact you - we have a duty of care to you.
If you do not contact your manager and we cannot get hold of you	+ Your absence will be treated as unauthorised. This means you will not get paid whilst you are off and may lead to disciplinary action, unless there are reasonable circumstances.
If your absence continues beyond the first day	<ul style="list-style-type: none"> + Agree with your manager how best to maintain contact. + If your absence continues beyond 7 days you need a Fit Note. Discuss with your manager, or HR, if appropriate, the frequency and method of ongoing contact.

Teachers have separate arrangements in place for absence notification and certification. Please see [Part 2 Section 6.27 to 6.32](#) of the SNCT Handbook. Nothing within this framework is intended to conflict with the SNCT Handbook.

In the event that you feel unwell at work you should make your manager aware before going home.

If your absence extends beyond seven days you should submit a **Fit Note** to your manager to cover the period of absence. Your manager will record the Fit Note information on **MyView** and once the internal processes are complete, it will then be returned to you.

On your return to work, your manager will have a discussion with you to find out how you are feeling and to ensure that you are fit to attend work along with providing you with any information that you have missed during your absence. Your manager will make a decision at this point if a more formal meeting is required, based on evidence from your absence record and individual circumstances. Detailed below are the steps in this process:



4.4 Absence Monitoring

Absence levels are monitored on an individual, team, service and Council-wide basis. We do this for a number of reasons:

- + *To support employees, as this enables more meaningful discussions and to implement any specific support required.*
- + *To allow for managers to raise any specific team or service impact with their Senior Management Team.*
- + *To benchmark with other local authorities as part of our Local Government Benchmarking Framework (LGBF).*

4.5 Management Arrangements

Any absence has an impact. We recognise the adverse impact absence can have on you, work colleagues and service delivery. This framework provides managers with the discretion to manage their employees within the following parameters:

All absences must be recorded on MyView	The decision to move into the formal process should be evidence-based	Managers will monitor absence regularly at individual and team level	A decision about your continued employment can be taken prior to sick pay being exhausted
You are given the right to be accompanied by a Trade Union representative or work colleague in formal meetings	You should receive 5 working days' notice for any formal meeting	Meetings should be supportive with the intention of keeping you in/back to work	If unable to attend a formal meeting, reasonable steps should be taken to re-arrange
You will receive a letter following any formal meeting	A Formal Improvement Stage may be issued, ranging from one to twelve months in any formal meeting	You have the right of Appeal of any Formal Improvement Stage	Complaints will not prevent progression of formal stages
Managers are accountable for decisions they make	HR and Occupational Health advice can be sought at any stage, if required	HR must be present in all Health and Wellbeing Hearings	A Formal Improvement Stage should only be set once you are back to work

4.6 Moving to the Formal Process

A decision by your manager to move to the formal process must be based on evidence and individual circumstances. The level of absence considered to impact upon service delivery is detailed below:

- + *3 or more separate occasions (amounting to 3 or more working days of sickness absence) over a 12 month period; or*
- + *a total of 6 or more working days of sickness absence over a 12 month period.*

(Based on an employees actual working day. Part-day absences are included.)

Managers will decide whether to move to the formal process.

4.7 Resilience - Evidence-Based Assessment

Your manager will assess and consider any action to mitigate the impact of your absence against the needs of the service. This builds team and organisational resilience.

It is recognised that each employee's absence record is unique; therefore consideration of your situation will be based on the circumstances of each period of absence leading up to this point.

The structure of each team configuration and impact on service delivery may also be different within and across teams.

Your manager must ensure their decision is fair and reasonable in the circumstances. The following chart shows the factors your manager will consider when making their decision.

4.8 Wellbeing and Performance - Outcome-Driven

Supporting Health and Wellbeing Meetings consider individual circumstances and are outcome-driven, taking into account your health and wellbeing, alongside the needs of your team and the organisation.

Review Evidence

- + *Absence patterns*
- + *Previous year(s) attendance*
- + *Underlying health conditions*
- + *Reasonable adjustments*
- + *Stages of improvement*

Review Impact

- + *Individual productivity/performance*
- + *Team productivity/performance*
- + *Service delivery*
- + *Motivation/morale*
- + *Turnover*
- + *Cost*
- + *Sustainability*

Decide Outcome

- + *Employee returns*
- + *Employee returns with adjustments and support*
- + *Improvement stage set*
- + *Capability transfer*
- + *Ill health retirement*
- + *Capability dismissal*

4.9 Supporting Health and Wellbeing Meetings

A formal meeting in the monitoring process is known as a Supporting Health and Wellbeing Meeting. The discussion in this meeting will be similar to those that you have already had with your manager but in a more formal setting. The meeting will involve you and your manager, and you can be accompanied by your Trade Union Representative or a work colleague to provide you with support. HR may also be present. You need to engage with us in these meetings, as this will assist us in supporting you.

The purpose of Supporting Health and Wellbeing meetings may include the following, depending on individual circumstances:

- + *Exploring the reasons for your absence(s), including any actions taken by you.*
- + *Offering support mechanisms if appropriate/reasonable.*
- + *Identifying and discussing any recognisable pattern of absence, and its potential/actual impact on the team.*
- + *Considering advice already provided through the **Fit Note**, eg phased return or reasonable adjustments, requesting advice from the Occupational Health Service, as required.*

The **outcome** of the meeting will be one or a combination of the following, depending on individual circumstances:

- + *Reasonable adjustments and a plan for implementation agreed or reviewed*
- + *Referral to Occupational Health, if required, and explanation of the referral process and next steps*
- + *Return to work plan agreed or reviewed*
- + *Stress action plan agreed or reviewed*
- + *Date of review meeting agreed*
- + *Explanation of next steps if absence levels should continue*

- + *A Formal Improvement Stage or Final Improvement Stage during which the expected improvement in attendance levels will be outlined, and an explanation of the next steps*
- + *Health Capability Transfer (only if recommended by Occupational Health)*
- + *Where the expected improvement in absence has not been achieved following a Final Improvement Stage or there is no reasonable prospect of a return to work within a reasonable timescale, you will be required to attend a Health and Wellbeing Hearing.*

4.10 Health and Wellbeing Hearings

Where your absence levels have not improved to the expected level during a Final Improvement Stage or there is no reasonable prospect of a return to work within a reasonable timescale, a Health and Wellbeing Hearing will be held. This will take place with your Head of Service (or nominated officer) and a member of the HR Team. If you are on Teacher's Terms and Conditions of Employment, this will be with the Executive Director of Education & Children's Services. In this Hearing, you can be accompanied by your Trade Union Representative or a work colleague.

The purpose of the Hearing is to consider your continued employment with the Council and may include the following, depending on individual circumstances:

- + *Review the levels of absence.*
- + *Explore or review the reasons for ongoing or recurring absences (including actions taken by the employee).*
- + *Review the impact of any reasonable adjustments previously agreed and implemented.*
- + *Discuss any particular operational difficulties arising from your absence(s) or absence levels.*
- + *Review Occupational Health report(s).*

The **outcome** of the Hearing will be one of the following, depending on individual circumstances:

- + *Extension of a Final Improvement Stage (should only be considered normally in hearings) - you will be advised that, if no improvement is forthcoming during the extended final monitoring stage, dismissal will be considered*
- + *Health Capability Transfer.*
- + *Ill Health Retirement - Tier 1 and 2 (where the employee satisfies the criteria of their Pension Scheme).*
- + *Dismissal.*

Up-to-date Occupational Health advice must be sought before dismissal (including consideration of ill health retirement or Health Capability Transfer).

4.11 Appeals

You have the right of appeal against a decision to set any Formal/Final Improvement Stage, enact a Health Capability Transfer or Dismissal. An appeal must be lodged, in writing, to the relevant Executive Director outlining the grounds of appeal, within 10 working days of receipt of the letter confirming the decision. Appeals will take place without unreasonable delay. **Appendix 1** details the arrangements for hearing appeals under this arrangement.

4.12 Other Policies and Guidance

In conjunction with this framework you may wish to familiarise yourself with other policies and guidance:

- + [Time Off for Medical Appointments](#)
- + [Occupational Sick Pay \(OSP\) \(Link\)](#)
- + [MyView Guidance \(Link\)](#)
- + [Occupational Stress Management Arrangement and Supporting Guidance \(Link\)](#)
- + [How to Guides \(Link\)](#)
- + [Guidance for Letters \(Link\)](#)
- + [Alcohol and Drug Arrangement and Guidance](#)

Appendix 1 - Appeals

For those employees engaged under Single Status, Craft and Teacher's Terms and Conditions of Employment, appeals under this procedure will normally be heard at the following levels:

Formal Action	Responsibility
Formal Improvement Stage	Option of Independent Review or Formal Appeal by other manager/nominated Senior Management Team member in a different school
Final Improvement Stage	Appeal heard by Head of Service or other Nominated Officer
Dismissal	Appeal heard by Appeals Sub-Committee

There are no further rights of Appeal.

For employees engaged under Chief Officer Terms and Conditions of Employment, appeals under this procedure will normally be heard at the following levels:

Role of Chief Official	Formal Action (performance) can be taken by:	Formal Action	Responsibility
Head of Service or Depute Director	Depute Director or Executive Director	Improvement Stage	Independent Review or Formal Appeal heard by Executive Director
		Final Improvement Stage	Appeal heard by Depute Chief Executive or Chief Executive
		Dismissal	Appeal heard by Appeals Sub-Committee
Executive Director or Depute Chief Executive	Depute Chief Executive or Chief Executive	Improvement Stage/Final Improvement Stage	Appeal heard by Chief Executive or Appeals Sub-Committee
		Dismissal	Appeal heard by Appeals Sub-Committee

There are no further rights of Appeal.

Appendix 2 - Roles and Responsibilities

Health and Wellbeing is everyone's responsibility. We all have a role to play.

Health and Wellbeing

Support at Work

All employees are expected to:

- + *take reasonable care of their own health, safety and wellbeing, and others we come into contact with;*
- + *be aware of lifestyle changes they can make to improve and maintain good health and, in doing so, maximise their attendance at work;*
- + *meet their contractual obligation to attend work when fit to do so and engage with management.*

Managers are expected to:

- + *demonstrate supportive management behaviours and promote an open culture which provides employees with a voice in shaping the working environment;*
- + *keep accurate GDPR compliant records, where required;*
- + *support health improvement initiatives within the workplace and encourage employees to maintain a healthier lifestyle.*

The Council is expected to:

- + *ensure a robust policy framework is in place for health and wellbeing, which is fit for purpose, enabling managers to manage their employee;*
- + *review the effectiveness and impact of the framework.*
- + *develop an action plan on health and wellbeing as part of the Corporate Workforce Plan;*
- + *provide learning and development opportunities on all aspects of health and wellbeing, including building resilience, occupational stress, Health & Safety and mental health.*

All employees are expected to:

- + *take advantage of appropriate learning opportunities and early intervention mechanisms;*
- + *initiate and raise issues which affect their health and wellbeing (or that of their colleagues) with their manager at the earliest opportunity ;*
- + *attend all early intervention mechanisms offered, if deemed appropriate.*

Managers are expected to:

- + *create opportunities for health and wellbeing discussions to take place through 1-to-1 meetings, Learn Innovate Grow (LIG) development or Employee Review & Development (ERD) discussions, team meetings and return to work discussions;*
- + *respond fairly and sensitively to employees, taking all reasonable steps to support employees as appropriate;*
- + *Follow up on stress action plans, report to Health & Safety and review risk assessments, as necessary;*
- + *be aware and promote early intervention initiatives and support which is available from the Council.*

The Council is expected to:

- + *provide and publicise health and wellbeing events, initiatives, campaigns, and information;*
- + *continue to review our health and wellbeing initiatives and support including our Occupational Health Service;*
- + *ensure that each Service produces health and wellbeing plans to support health and wellbeing issues and develop actions at service level.*

Absence Notification

All employees are expected to:

- + *inform their manager if they are unfit to attend work;*
- + *maintain appropriate regular contact with your manager.*

Managers are expected to:

- + *agree with employee what regular contact is expected, depending on the circumstances and length of absence.*

Whilst Off/Returning to Work

All employees are expected to:

- + *maintain appropriate regular contact with their manager;*
- + *attend all intervention mechanisms offered/deemed appropriate which are put in place to support them whilst absent or following a return to work;*
- + *take all reasonable steps to facilitate an early return to work from any period of absence.*

Managers are expected to:

- + *ensure all interventions are fully discussed and offered, where appropriate;*
- + *meet with their employees to discuss absence informally or formally as required, to ensure that employees are fit to return to work or are receiving appropriate support required at that time;*
- + *consider the impact the absence has had on their team/service in relation to any improvement stage set;*
- + *provide support to the remainder of the team, where appropriate;*
- + *evaluate any recommendations made on **Fit Notes** against what can reasonably be undertaken, contacting HR, Health & Safety or Occupational Health for support, as required.*

The Council is expected to:

- + *provide HR, Health & Safety and Occupational Health expertise to support managers in managing/supporting their employees;*
- + *report absence to the Corporate Health & Safety Team in line with the Council's reporting procedures.*

Recording

All employees are expected to:

- + submit a **Fit Note** to their manager as soon as possible;
- + complete the online sickness questionnaire upon return to work on MyView.

Managers are expected to:

- + ensure the recording of sickness through MyView is timely and accurate;
- + ensure that the reason(s) for absence is recorded accurately;
- + monitor sickness absence levels, identify hotspots and undertake team and group interventions to improve health and wellbeing.

Monitoring

All employees are expected to:

- + be aware of their own absence levels and the impact this is having/had on their team and service.

Managers are expected to:

- + monitor absence individually and at team level, discussing this with their manager as part of their own 1-to-1 discussions, their own health and that of their team.

The Council is expected to:

- + provide managers with the tools and training in order to support employees appropriately and to monitor absence;
- + identify hotspots, trend information and analysis which will inform targeted training/actions which may be required;
- + continue to report sickness absence as part of the Sickness Absence Statutory Performance Indicator;
- + work with other Councils sharing best practice, including the Local Government Benchmarking Family (LGBF) on sickness.

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 L175000.

You can also send us a text message on 0782L1 L1981L15.

All Council Services can offer a telephone translation facility.

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