

**PERTH AND KINROSS COUNCIL**  
**STRATEGIC POLICY AND RESOURCES COMMITTEE**

**17 April 2019**

**PROPOSED HEALTH AND WELLBEING FRAMEWORK**

**Report by Depute Chief Executive, Chief Operating Officer (Report No. 19/115)**

**PURPOSE OF REPORT**

This report proposes a new Health and Wellbeing Framework for all employees of Perth & Kinross Council. The framework will replace the current Maximising Attendance Procedure and Health and Attendance Procedure for Teachers.

**1. BACKGROUND/MAIN ISSUES**

- 1.1 Perth & Kinross Council has always recognised that our people are at the heart of everything we do and our success is reliant on the talent and collective efforts of everyone in the organisation. As work starts on developing the Perth and Kinross Offer, we have the opportunity to help redefine the relationship between the Council as employer and its employees through this focus on health and wellbeing.
- 1.2 The Council's [Corporate Workforce Plan \(2018 – 2021\)](#) (Report No 18/69) sets out the Council's vision for the type of workforce we need in future, with a focus on four key areas - Culture, Fair Work, Healthy Working Lives and Attracting, Retaining and Developing Talent.
- 1.3 With Health and Wellbeing a key theme, the Council supports our employees through ill health prevention, early intervention and building resilience, particularly in times of change. Over many years, the Council has invested in a range of initiatives to support employees, such as supporting people who are absent through ill health, supporting people through change, building resilience, physiotherapy, counselling, Winter Flu Programme, flexible working arrangements, family friendly policies and Jog PKC, among many other fitness and healthy living promotions.
- 1.4 Evidence shows that establishing a strategic approach to healthy working lives is much more likely to lead to successful business outcomes through better employee engagement, improved productivity and capacity, loyalty, improved morale, creativity and innovation and reduced sickness absence rates.
- 1.5 Our fresh approach to health and wellbeing recognises the combined impact of a range of factors on employee wellbeing, including environmental, organisational and societal. We have therefore developed a holistic approach which builds resilience and thereby benefits individual employees, their families, the Council as their employer and ultimately, the wider community - in turn, this helps everyone to *Live Life Well*.

## 2 PROPOSALS

- 2.1 The proposed framework has been subject to extensive consultation over the last eight months. A range of focus groups and consultation meetings on health and wellbeing have taken place with employees, managers, senior managers and trade unions. The views and contributions from these groups have helped co-design the proposed Health and Wellbeing Framework and assisted the Council to focus on key areas:
- The importance of manager and employee relationships
  - Reviewing our wellbeing offer for all employees
  - Developing a refreshed Health & Wellbeing Strategy
  - Developing our offer for supporting mental health and resilience
  - Redesigning our Occupational Health Services, the contract for which will be retendered in early 2020
  - Recognise the diversity and complexity across our workforce and that one size doesn't fit all
- 2.2 The proposed framework is shown in Appendix 1 - it 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. (The framework is provided in document form the Appendix 1; hyperlinks to other sources of advice and guidance will be contained throughout once published on the Council's intranet site for ease of access by employees and managers.)
- 2.3 It considers employee wellbeing from a holistic perspective and reinforces the accountability of employees, managers and Services. The relationship between employees and their line managers is emphasised and regular discussions about health and wellbeing are encouraged. There is a focus on prevention and early intervention with the emphasis on employees being at work.
- 2.5 The framework has both general and specific principles relating to the management of absence, which line managers should refer to when managing their staff.
- 2.6 It is designed to give line managers the authority to manage their employees, working within parameters set out within the Framework, and based on individual case circumstances. The framework is principles led, evidence based and outcome driven and it strikes a balance between policy direction and manager discretion.
- 2.7 It allows managers to take a person centred approach, focussing on the individual circumstances, on a case by case basis. The key outcomes of this framework are prevention, early intervention and supporting employees to return to work as soon as practical, where possible.

- 2.8 The proposed Health and Wellbeing Framework is consistent with the national provisions for teaching staff contained in the Scottish Negotiating Committee for Teachers (SNCT) Handbook.
- 2.9 An implementation date later in 2019 is planned which will facilitate a planned and structured approach to communicate the proposed framework and deliver learning opportunities across the Council. Services will need to consider how the framework will be implemented for them. A range of communication and learning methods will be used as part of the implementation, with ongoing learning and refresher opportunities.

### 3 CONCLUSION AND RECOMMENDATION

- 3.1 Evidence shows that establishing a strategic approach to healthy working lives is much more likely to lead to successful business outcomes through better employee engagement, improved productivity and capacity, loyalty, improved morale, creativity and innovation and reduced sickness absence rates.
- 3.2 Healthy Working Lives is a key theme within the Corporate Workforce Plan 2018-21); the proposed Health and Wellbeing Framework is a key component of our strategic approach and will support the development of the Perth and Kinross Offer in respect of our employees.
- 3.3 It is recommended that:-
- i) The Strategic Policy & Resources Committee approves the proposed Health and Wellbeing Framework, and gives delegated authority to the Depute Chief Executive to arrangements for implementation.

#### Author

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#### Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive	4 April 2019

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	<b>Yes</b>
Corporate Plan	<b>Yes</b>
<b>Resource Implications</b>	
Financial	<b>None</b>
Workforce	<b>Yes</b>
Asset Management (land, property, IST)	<b>n/a</b>
<b>Assessments</b>	
Equality and Fairness Impact Assessment	<b>Yes</b>
Strategic Environmental Assessment	<b>n/a</b>
Sustainability (community, economic, environmental)	<b>n/a</b>
Legal and Governance	<b>n/a</b>
Risk	<b>n/a</b>
<b>Consultation</b>	
Internal	<b>Yes</b>
External	<b>Yes</b>
<b>Communication</b>	
Communications Plan	<b>Yes</b>

### 1. Strategic Implications

#### Community Plan/Single Outcome Agreement

- 1.1 This report supports the priorities detailed in the Community Plan / Single Outcome Agreement.

#### Corporate Plan

- 1.2 This report supports the priorities detailed in the Council's Corporate Plan Priorities.

### 2. Resource Implications

#### Financial

- 2.1 There are no financial implications arising directly from this report.

#### Workforce

- 2.2 There are no workforce implications associated with the proposals contained in this report. The proposed Health and Wellbeing Framework supports the workforce priorities set out within the Corporate Workforce Plan 2018 – 2021.

### 3. Assessments

#### Equality and Fairness Impact Assessment

- 3.1 The proposals contained within this report have been considered under the Corporate Equalities and Fairness Impact Assessment process (EFIA) and has been assessed as **relevant** for the purposes of EFIA. A range of measures have been incorporated into the framework to ensure our arrangements make appropriate provision for all the protected characteristics.

### 4. Consultation

#### Internal

- 4.1 The following have been consulted on the proposed Health and Wellbeing Framework:
- Focus groups involving employees and managers from across the Council
  - Corporate Management Group and Policy & Governance Sub-Group
  - Corporate Health and Safety Team
  - Corporate Organisational Development Team
  - Health, Safety and Wellbeing Consultative Committee
  - Employee Joint Consultative Committee
  - Joint Negotiating Committee for Teaching Staff
  - Executive Officer Team
- 4.2 All Teaching and Non-Teaching Trade Unions have been involved in shaping the Health and Wellbeing Framework from the outset. Several meetings have taken place and feedback has been positive.

#### External

- 4.3 There is regular and ongoing dialogue with other Scottish Councils, partner employers and professional bodies on workforce matters in order to share and develop good practice, exploit collaborative opportunities, seek efficiencies and influence the national agenda.

### 5. Communication

- 5.1 A detailed communication and implementation plan will facilitate implementation later in 2019. This will enable a planned and structured approach to communicate and deliver learning opportunities to embed the revised approach as set out within the Framework. There will be a coordinated approach with planned leadership development and other learning opportunities for managers. Associated guidance will also be updated. A range of communication and learning methods will be used as part of the initial launch and implementation, with ongoing learning and refresher opportunities.

## **2. APPENDICES**

Appendix 1- Proposed Health and Wellbeing Framework