



Personnel Committee

Date: Wednesday, 12 September 2018
Time: 10.10 am (or at the rise of the Executive)
Venue: Council Chamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

Access to the Council Chamber

Public access to the Council Chamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension. That lobby can also be reached from the St. Peter's Square entrance and from Library Walk. **There is no public access from the Lloyd Street entrances of the Extension.**

Membership of the Personnel Committee

Councillors - Ollerhead (Chair), Akbar, Bridges, Craig, Leech, Leese, Murphy, Murphy, Rahman, Richards, Sheikh and Stogia

Agenda

- 1. Urgent Business**
To consider any items which the Chair has agreed to have submitted as urgent.
- 2. Appeals**
To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.
- 3. Interests**
To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.
- 4. Minutes** 5 - 8
To approve as a correct record the minutes of the meeting on 25 July 2018.
- 5. HM Coroners Pay Award** 9 - 14
The report of the City Solicitor is enclosed
- 6. Being Our Best Selves: Our Employee Health and Wellbeing Strategy for the City Council** 15 - 38
The report of the Director of Human Resources & Organisational Development is enclosed
- 7. Corporate Services Structure Changes – TO FOLLOW**
The report of the City Treasurer will follow

Information about the Committee

The Personnel Committee is made up of the Leader of the Council, the other nine Members of the Executive, the Assistant Executive Member (Finance and Human Resources), and the Leader of the Opposition.

Amongst its responsibilities, the Personnel Committee considers department staffing and organisational reviews; determines collective and corporate terms and conditions of staff and 'market rate' supplements. The Committee also determines the assignment and re-grading of certain posts and policies relating to local government pensions.

The Council is concerned to ensure that its meetings are as open as possible and confidential business is kept to the strict minimum. When confidential items are involved these are considered at the end of the meeting at which point members of the public are asked to leave.

The Council welcomes the filming, recording, public broadcast and use of social media to report on the Committee's meetings by members of the public. Agenda, reports and minutes of all Council Committees can be found on the Council's website www.manchester.gov.uk.

Smoking is not allowed in Council buildings.

Joanne Roney OBE
Chief Executive
Level 3, Town Hall Extension,
Albert Square,
Manchester, M60 2LA

Further Information

For help, advice and information about this meeting please contact the Committee Officer:

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This agenda was issued on **Tuesday, 4 September 2018** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 6, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

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Personnel Committee Minutes of the meeting held on 25 July 2018

Present

Councillor Ollerhead - In the Chair
Councillors Akbar, Bridges, Craig, N Murphy, Rahman, Richards, Sheikh and Stogia

Apologies

Councillors Leese and S Murphy

PE/18/19 Minutes

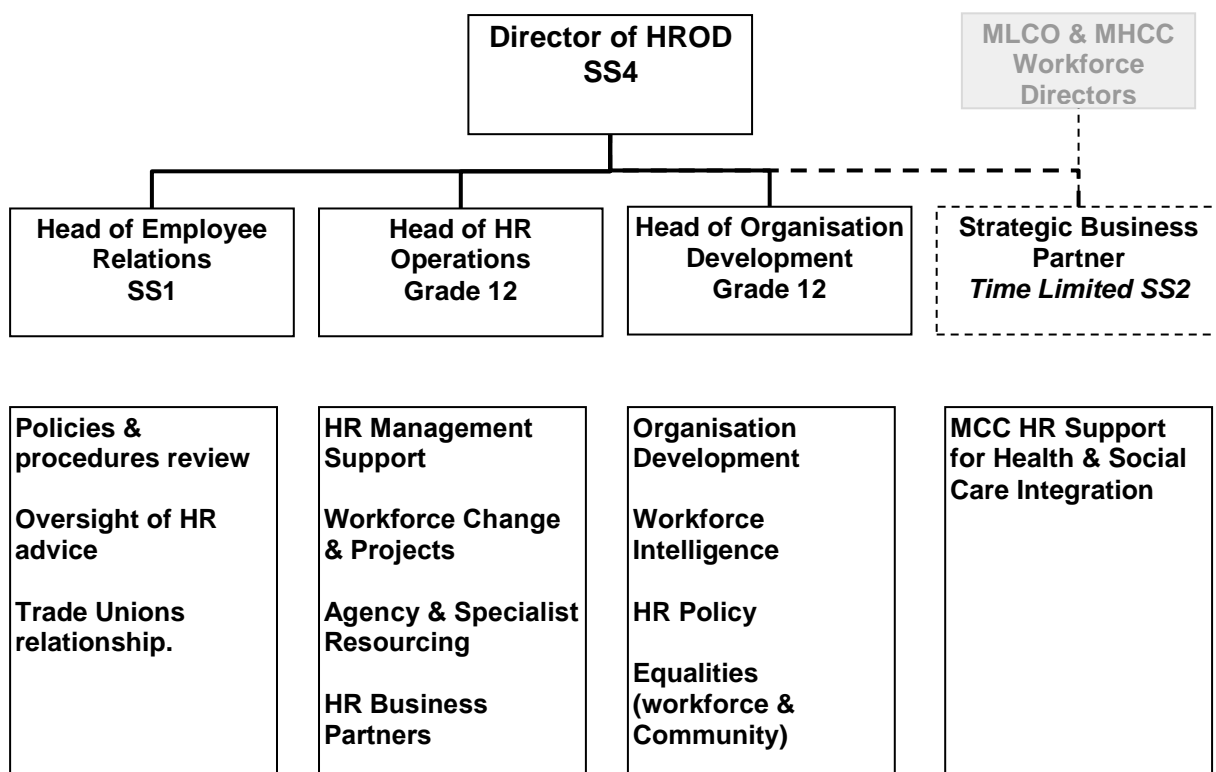
Decision

To approve the minutes of the meeting held on 27 June 2018.

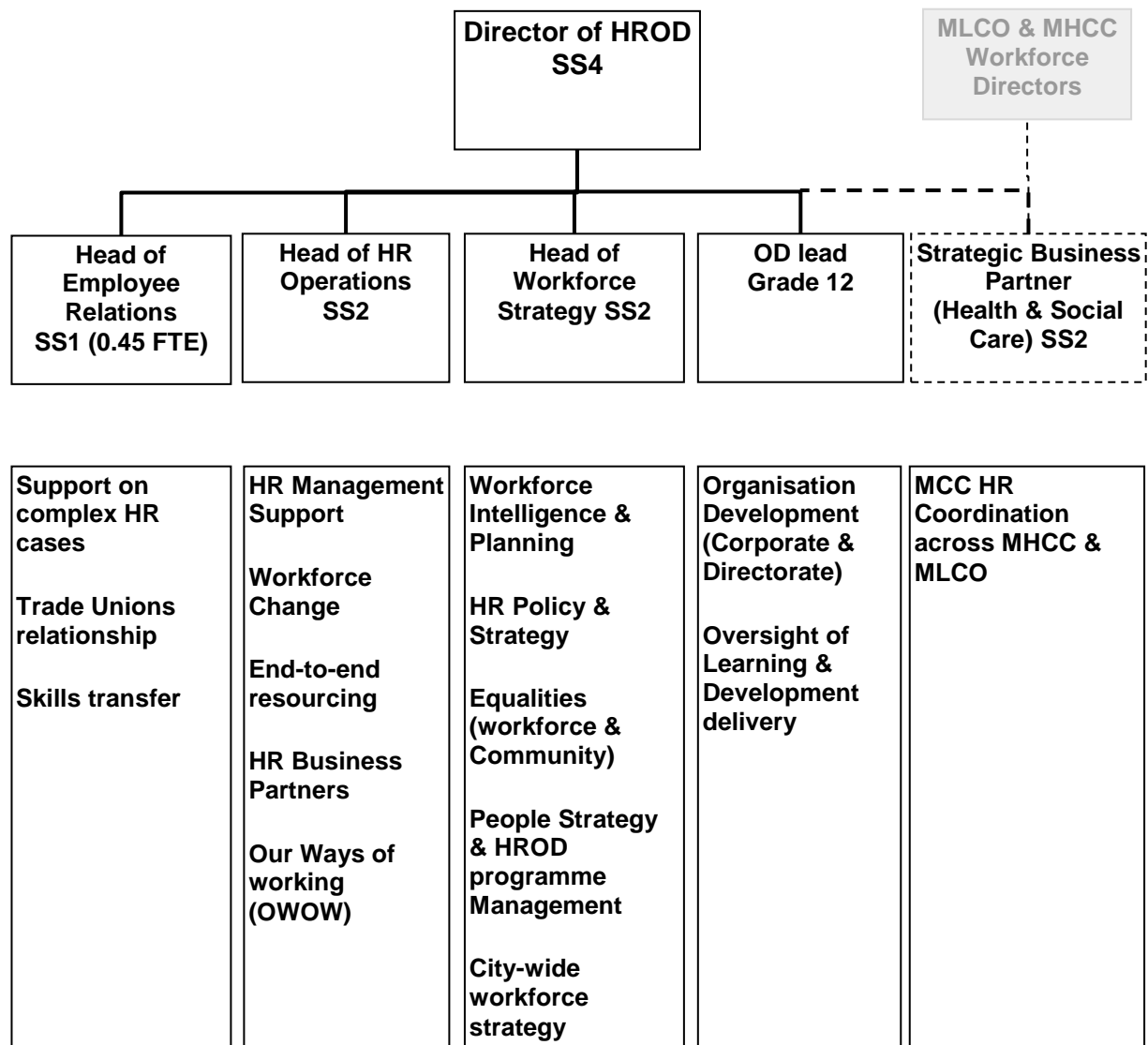
PE/18/20 HROD Senior Structure Review

The committee considered a report submitted by the Deputy Chief Executive that proposed changes to the senior officer structure of the HROD Service in order to continue to strengthen the Council's core people management activity and processes.

The report explained the changes being proposed to each of the roles in the HROD senior structure. The existing structure was shown as being:



and the proposal were:



The committee agreed that these proposals would provide a strengthened senior structure for the HROD service which would provide a solid foundation for delivery of the Council’s “Our People Strategy”.

The report also explained that work was underway to review the detailed operating structure below these posts which would strengthen the capacity for Organisational Development and an enhanced programme management function to ensure oversight of the People Strategy delivery plan.

Decisions

1. To note the progress in delivering Our People Strategy.
2. To agree the regrade of the post of Head of HR Operations from Grade 12 to SS2 (£67,182-£72,721) to take account of the broadened operational remit and increased strategic role of this post.

3. To agree the redesignation of the post of Head of Organisation Development to Head of Workforce Strategy and regrade from Grade 12 to SS2 (£67,182-£72,721) to take account of the broadened operational remit and increased strategic role of this post.
4. To note the reduction of the post of Head of Employee Relations from full time to part time (0.45 FTE)
5. To agree that a permanent senior HROD post (SS2, £67,182-£72,721) will be established and deployed across the Manchester Local Care Organisation and Manchester Health and Care Commissioning as a Strategic Business Partner on a full time basis as part of the new integrated arrangements for health and social care. This posts will retain a matrix reporting line to the Director of HR/OD and formalises the current interim arrangements in place.
6. To note that a number of structural changes at Grade 12 and below will take place over the coming months to ensure effective operational management arrangements are in place to account for the changes and priorities described. This will include additional dedicated Organisation Development expertise.

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**Manchester City Council
Report for Resolution**

Report to: Personnel Committee – 12 September 2018
Subject: HM Coroners Pay Award
Report of: City Solicitor

Summary

The purpose of this report is to seek approval for the pay of the Senior Coroner and Area Coroner to be increased in line with JNC Coroner's pay guidance.

Recommendations

The Committee is requested to:

1. Recommend that the Council approve the increase in salary for the Senior Coroner from £105 with £20k additional performance payment to £130K in line with JNC guidance with continuance of the £20k payment to cover the provision of additional non statutory out of hours cover, back dated to 1 April 2018.
 2. Recommend that the Council approve the increase in salary for the Area Coroner from £75K to £100K, backdated to 1 April 2018.
-

Wards Affected: All

Financial implications for the revenue and capital budgets

The increase in the salary costs including on-costs is £33k for the Senior Coroner and the Area Coroner totalling £66k. This will be met from current resources within the Corporate Core for 2018/19 and included as part of the 2019/20 budget process.

Contact Officers:

Name: Fiona Ledden
Position: City Solicitor
Telephone: 0161 234 3087
E-mail: fiona.ledden@manchester.gov.uk

Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Joint Negotiating Committee for Coroners - Circulars 61 & 62

1. Background

- 1.1 The Coroner is an independent judicial officer appointed by the local authority to investigate any death which is unnatural, sudden, unexplained or violent or occurs in prison. The Council is responsible for the provision of support to the coroner by way of staff and by law must meet the expenses that the coroner incurs.
- 1.2 There are 113 coronial districts across England & Wales. Within Greater Manchester:
- Manchester City district covers the geographical boundaries of Manchester City Council;
 - Manchester North district covers Bury, Rochdale & Oldham;
 - Manchester South district covers Trafford, Stockport & Tameside; and
 - Manchester West district covers Wigan, Bolton & Salford.

Whilst the other Greater Manchester Coroners may cover a wider geographical area the particular features of the Manchester City District have a significant impact on the numbers and complexities of cases dealt with by HM Coroner for the Manchester City district.

- 1.3 The overall increase in the number of deaths is in line with increases in overall population for cities, over the last 5 years the number of reported deaths increased from 2888 to 3693, which is an increase of 27%. The complexity of deaths and the number of inquests being higher than the national average can in part be explained by the demographics of the city. Manchester, and the other core cities have a major airport, a prison, university hospitals and high levels of deprivation and health inequalities all of which are identified as features increasing the complexity of a Coronial area. A number of factors have contributed to the complexity of deaths and casework:
- The Coroners (Investigations) Regulations which came into force on 25 July 2013;
 - Deprivation of Liberty cases;
 - Out of England orders and deaths overseas; and
 - Inquest conclusions.
- 1.4 New provisions relating to the appointment of coroners came into force on 25 July 2013, under the Coroners and Justice Act 2009, and replaced the appointment provisions.
- 1.5 One of the principal changes introduced by the 2009 Act is that local authorities have become responsible for **all** coroner appointments, subject to the consent of the Lord Chancellor and Chief Coroner.
- 1.6 On 4 June 2014 Council decided that the appointment functions should be designated as “non-executive” local choice functions.
- 1.7 Within the revised 2017 Constitution there are delegations to the Personnel

Committee whereby the Committee is given the power:

- (i) to make recommendations to the Council in relation to the appointment of the senior coroner and agreement as to the salary of the senior coroner (where the salary to be paid to the senior Coroner is £100,000 p.a. or more);
- (ii) to determine whether the Council should appoint an area coroner and to determine the number of assistant coroners to be appointed by the Council;
- (iii) to agree the salary to be paid to any area coroner (where the salary to be paid to an area coroner is less than £100,000 p.a.) and
- (iv) to agree the fees to be paid to any assistant coroners.

Within the revised 2017 constitution there is a delegation to the City Solicitor whereby she is given the power to discharge the Council's functions in relation to:

- (i) the appointment of any senior coroner for the Manchester (City) coroner area; and
- (ii) the appointment of any area coroner(s) or any assistant coroner(s) for the Manchester (City) coroner area.

2. Coroners Job Evaluation

- 2.1 The proposals contained in this report have been developed to comply with a national agreement set by the Joint Negotiating Committee for Coroners. The recommended salary levels follow guidance issued by the Joint Secretaries of the Joint Negotiating Committee for Coroners, and the pay framework established and agreed by the JNC for Coroners following an independent job evaluation report produced by the Korn Ferry Hay Group.
- 2.2 The Joint Negotiating Committee for Coroners (JNC) Circular No 61 agreed to undertake a job evaluation exercise to assess the roles of Coroners. The exercise has created new mobile job profiles which has taken account of criteria relevant to both local authority and judicial contexts. It has been the first opportunity to consider pay recommendations with regard to Area and Assistant Coroners. The Local Authority and Coroner are required to reach an agreement as to salary levels based on the criteria and levels of complexity of the area. Having considered the outcome of the technical evaluation exercise and looked at a wide range of potential pay benchmark data the two sides have reached agreement in principle.
- 2.3 JNC whilst agreeing a set of principles and guidance agree that the level of pay will be determined locally, in line with the complexity of the coroner area. The current payments are:
 - Senior Coroner £105,000 plus additional performance pay of £20,000
 - Area Coroner £75,000.

- 2.4 In consultation with City Solicitor and HR&OD, it has been agreed that Manchester City Council meets the criteria of the most complex area in determining the appropriate level of pay.
- 2.5 Levels of pay agreed are;
- Senior Coroner - a range of £117,000 to £130,000. The salary includes statutory out of hours work. The current JNC 5.5% pension supplement will no longer apply.
 - Area Coroner - a range from £87,000 to £100,000. The salary includes statutory out of hours responsibilities to the extent that it applies to Area Coroners.
- 2.6 A benchmarking exercise was undertaken by HR across core cities and comparable areas that included prisons, other institutions of state detention, mental health units, a number of hospitals (Manchester including Christies). These areas included London (inner North/South/West), North London, South London, East London, Lancashire, Liverpool, Blackpool and Leicester. All but Blackpool has agreed the top of the grade for Senior Coroner roles with Lancashire paying £155,000.
- 2.7 It is recommend that the new rates of pay for Senior and Area Coroner are applied from 1 April 2018.
- 2.8 In discussion with the City Solicitor the Senior Coroner and Area Coroner have reached an agreement pending Personnel Committee approval. In accordance with the JNC Coroner's pay guidance the Senior Coroner has been offered the top of the scale which is £130,000, this covers the statutory out of hours pay, in addition to this £20,000 will continue to be paid for the out of hours non statutory pay, which will be paid to the Senior Coroner who is providing the work and supervision to those Assistant Coroners in the rota undertaking the work. Therefore, the entire package offered to the Senior Coroner is £150,000 and the package to the Area Coroner is £100,000.

3. Conclusion

- 3.1 The proposals set out above seeks to formally approve and implement salary arrangements for the Senior Coroner and Area Coroner with effect from 1 April 2018.

4. Comments from Director of HROD

- 4.1 The proposed changes to the Coroners' pay are in line with the Joint Negotiating Committee for Coroners.

5. Comments from Trade Unions

- 5.1 No issues raised by the TU's.

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**Manchester City Council
Report for Resolution**

Report to: Personnel Committee - 12 September 2018

Subject: Being Our Best Selves: Our Employee Health and Wellbeing Strategy for the City Council

Report of: Director of HR & OD

Summary

This report presents the Personnel Committee with a new strategy for Employee Health and Wellbeing in the Council: Being Our Best Selves. The Strategy has been developed informed by a cross-section of employees, the Trades Unions, managers and leaders across the Council and with the input of experts in the field of workforce wellbeing. It is cognisant of the specific context of the Council and presents an ambitious and cross-cutting definition of wellbeing as a key enabler to the delivery of the overall Our People Strategy.

Recommendation

The Committee is requested to agree the appended employee health and wellbeing strategy and note the associated delivery plan and priorities.

Wards affected: All

Financial implications for the revenue and capital budgets:

There are no financial consequences arising from the proposals within this report.

Contact Officers:

Name: Lynne Ridsdale
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Name: Sam McVaigh
Position: Head of Workforce Strategy
Telephone: 0161 234 3976
E-mail: s.mcvaigh@manchester.gov.uk

Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- Report to Personnel Committee October 2012: *Employee Health and Wellbeing Strategy*
- Report to Resources & Governance Scrutiny Committee, HR Sub-Group June 2018: *Managing Attendance Update*

1.0 Background and Overview

- 1.1 The Council first developed a Strategy for employee health and wellbeing in 2012. This Strategy was agreed in the context of growing sickness absence levels and an emerging recognition that, in order to address this issue, there was a need for a dual focus on supporting the effective management of sickness absence when it occurs and on promoting wellbeing in the workplace to mitigate the conditions which ultimately lead to absence. The Strategy recognised formally that physical and mental wellbeing needed to be given equal consideration and put in place a strong strategic framework to improve wellbeing and ultimately, reduce sickness absence.
- 1.2 Sickness absence in the Council has indeed fallen over the intervening period and there has clearly been a strengthened focus on wellbeing, both physical and mental. However, our absence levels remain significantly higher than comparator averages and the demands on the workforce have continued to grow in the context of reducing resources and, in particular, the reduction in staffing levels of over 40% since 2011.
- 1.3 The organisation's understanding of the importance of employee wellbeing as a central element of Our People Strategy has significantly evolved over the intervening years. Whilst positive wellbeing will, of course, contribute to reduced sickness absence, both internal evidence (including BHeard) and external best practice demonstrate a much more crucial strategic link between a 'well' workforce and organisational delivery. Through enabling our workforce to 'be their best selves' the organisation will, in turn, contribute to a culture which truly reflects the behaviours of Our Manchester: where employees are proud and passionate about their work, own their deliverables and can confidently and safely innovate.
- 1.4 As well as this link from wellbeing to delivery it is important to highlight three further strategic linkages from our wellbeing strategy:
- Over 50% of the Council's workforce are Manchester residents and many more interact with our communities day-to-day. Through embedding in our workforce an awareness of the City's intelligence led priorities to improve resident health and wellbeing, as set out in the Manchester Population Health Plan, and by targeted engagement to address these priorities within our workforce we will support this key city-wide priority
 - Better Lives is a key principle of Our Manchester. By demonstrating to the workforce that the Council is serious about promoting better lives for staff this will, in turn, help create a culture which promotes this principle externally
 - The Manchester Health and Wellbeing Board has recognised the importance of good quality work to improved wellbeing and commissioned a review into the employee wellbeing activities of its members with a clear aim of supporting organisations to be leaders by example in this area. Our Strategy supports this aim and responds to the specific findings of this

review. Furthermore the measurement framework established through this review will help us in assessing progress.

2.0 Being Our Best Selves: Our Employee Health and Wellbeing Strategy for the City Council

2.1 A new employee health and wellbeing strategy for the City Council is appended below. The Strategy has been developed informed by a cross-section of employees, the Trades Unions, managers and leaders across the Council and with the input of experts in the field of workforce wellbeing. It is cognisant of the specific context of the Council and presents an ambitious and cross-cutting definition of wellbeing as a key enabler to the delivery of the overall Our People Strategy.

2.2 The Strategy recognise that, through supporting employees to ‘be their best selves’, we will improve attendance, engagement and, ultimately, productivity, supporting delivery of the Council’s overarching priorities. This is achieved through:

- The alignment of progressive HR and health and safety policy frameworks.
- Proactive occupational health interventions including the Employee Assistance Programme and targeted work on mental health in particular
- Quality leadership and management practice, to manage people as individuals using strengths-based tools such as the About You framework.
- Supporting workplace practice such as Our Ways of Working which brings together the HR, Estates and ICT offer to allow staff to work flexibly wherever practicable to maximise their productivity and reduce costs.

2.3 This delivery programme is brought together into two core themes within the strategy:

- Mentally and physically healthy people and
- High quality working life.

2.4 As set out within the Strategy it is crucial that the employee wellbeing agenda is owned and driven by the workforce as a whole and, in particular managers and leaders. The Strategy includes a draft delivery plan for the next three years. This will continue to evolve, informed by feedback, including through the annual BHeard Survey, be driven by an internal Employee Health and Wellbeing Steering Group including representatives from each of the Council’s Directorates and ultimately owned by the Strategic Management Team.

2.5 As noted above, there is a clear link between employee wellbeing and improving workforce attendance. However, the Strategy includes a fuller suite of measures which will enable progress to be tracked. In addition, further work will, take place over the coming months to more clearly demonstrate the alignment between wellbeing, workforce performance and overall organisational productivity.

3.0 Comments from Director of HROD

- 3.1 Being Our Best Selves: Our Employee Health and Wellbeing Strategy for the City Council is a crucial document in setting out our vision for the future organisation and practical activity to make this a reality. It presents a clear, coherent and modern definition of wellbeing consistent with the latest thinking in the field.

4.0 Comments from Trade Unions

- 4.1 To follow

5.0 Conclusion

- 5.1 A draft employee health and wellbeing strategy for the Council is appended for Members' approval and delivery over the coming three years. This Strategy represents a core component of the Council's Our people Strategy.

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Volunteering

Employee Led
Groups

Management

Behaviours

Physical Health
Support

EAP

Disability
Confident

Policies

Mental Health
Support

Culture

Carers

Leadership

Equality &
Inclusion

OWOW

Comms &
Engagement

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Being Our Best Selves

Our Employee Health and wellbeing strategy for the council

Why?

The Manchester Context

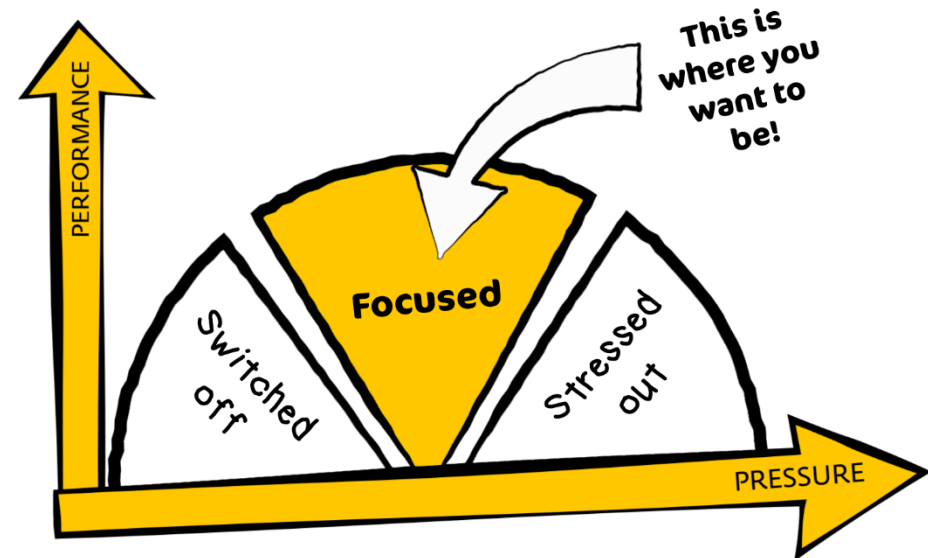
Improving the Health and Wellbeing outcomes of the Manchester population is central to achieving the progressive and equitable strand of the [Our Manchester strategy](#) and a clear and demonstrable way in which we can promote the 'Better Lives' principle of the Our Manchester approach. In support of this, the [Manchester Population Health Plan 2018-2027](#) sets out a vision to optimise the physical and mental health of our residents, in order that they can engage with and benefit from the education and lifestyle opportunities across the city, to live well and independently. The Plan outlines the five priorities:

- Improving outcomes in the first 1000 days of a child's life
- Strengthening the positive impact of work on health
- Supporting people, households and communities to be socially connected and make changes that matter to them
- Creating an age friendly city that promotes good health and wellbeing for people in mid and later life
- Taking action on preventable early deaths

As it is such a critical area of work, employee health and wellbeing is managed by individual organisations, but also overseen at a City-wide level by the Manchester Health and Wellbeing Board who commissioned an independent review of

the employee health and wellbeing practices of all member organisations; [Health and Wellbeing Board Workplace Health Baseline Assessment, 5 July 2017](#). The Baseline Assessment provides a framework for organisations to both assess and further enhance their approach on an ongoing basis with the aim of making the health and social care system in the City exemplars of good workforce wellbeing. - The recommendations from this assessment have helped inform our Strategy.

Work and Health



Studies show that work is good for both physical and mental wellbeing, but that this needs to be 'good work' ([Working for a Healthier Tomorrow, 2008](#)) which is safe, healthy and with employees having some degree of say about how this work is done and an understanding of its alignment to the higher purpose of the organisation.

The same point also works in reverse - **good physical and mental wellbeing is good for work**. It is well documented that staff who report good wellbeing are both more engaged in their work and are more productive. Staff are able to thrive when they receive the right balance of pressure and support, but can struggle or even become unwell if overworked and under supported ([Thriving at Work, 2017](#)). Having a physically and mentally well workforce, and an organisational framework and culture to support those who are struggling or unwell to maximise their wellbeing, will contribute significantly to increased performance across the City Council

Employee Health and Wellbeing at Manchester City Council

As an employer, the City Council is in a unique position to further directly influence and embed the importance of health and wellbeing. Our circa. 7,000 staff connect on a daily basis with the City's population through their work and over 50% of our employees are themselves Manchester residents.

Through understanding the positive contribution that work can make to health and the connection between wellbeing and effectiveness this Strategy will play a key role in supporting the delivery of the organisation's overarching priorities.

Over the past eight years the organisation has experienced an unprecedented level of change, with a reduction in workforce of over 40%. However, our ambition for the City remains just as great. Through the Our Manchester approach we've recognised that the only way we can deliver on this ambition in the context of such reduced resources is to work in a new way.

However, it's important to acknowledge the increasing demands which this context places on our people and the potential implications for physical and mental wellbeing. As detailed later in this Strategy, the high levels of sickness absence over recent years is a practical indicator of this challenge. In this, context a positive approach to employee wellbeing all the more important.

Through effective employee health and wellbeing in the Council, we can help create a workforce and organisational culture which both understands and exemplifies wellbeing in Manchester, supporting the Council and City's strategic priorities in this area.

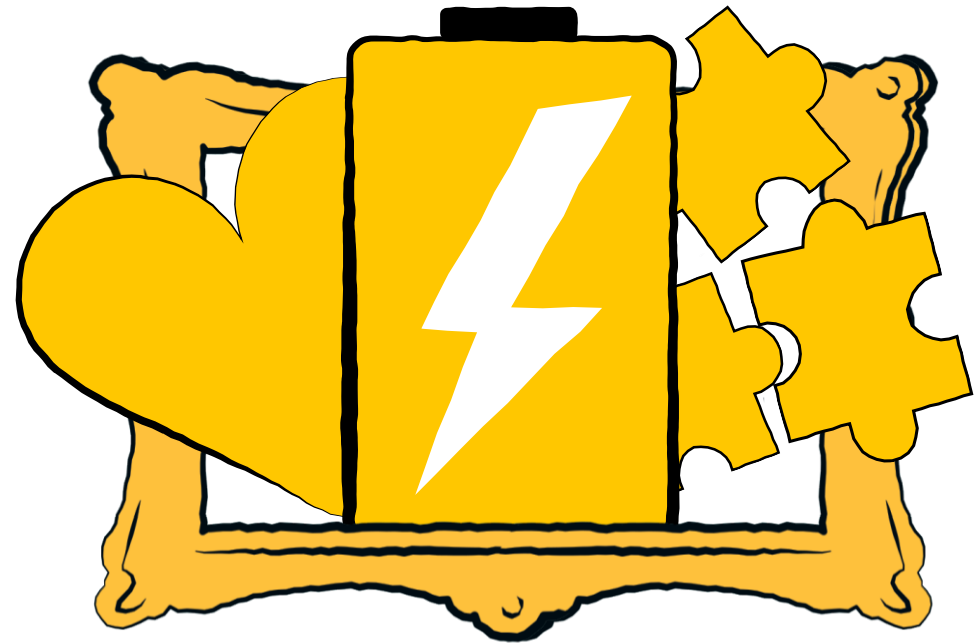


What?

At Manchester City Council we want everyone to support each other in **being our best selves** at work everyday, and for time at work to support us in being our best selves at home too. We recognise that this will mean different things to different people.

We'll only achieve this through working together. - HR, Health and Safety, our Trades Unions, Managers and leaders and importantly staff themselves all have a critical role to play.

We need to keep getting the basics right, supporting our people when they need it through strong and supportive management and a framework of policies and interventions like a quality Occupational Health service. However, for us, wellbeing at work is about much more than this: It's about having systems and processes that enable people to feel empowered and able to deliver exceptional performance and creating a culture which means people are proud and connected to the Council and work in a safe and sustainable way.



We want our people to feel **healthy, connected and energised** enough to act with drive and determination.

This means that we can deliver our peak performance: **being our best selves.**

Where are we now?

The Council has a good foundation from which to start:

- An underpinning policy framework is monitored and reviewed by the Personnel Committee. Policies, including management of attendance, flexible working and paid volunteering leave support a healthy working environment and provide a framework to help those absent through sickness get back to work.
- Our Employee Assistance Programme (EAP) and Occupational Health provision support our staff to keep well, remain in work and return to work quickly when they're absent.
- Leadership and Management development programmes are in place to help develop more effective and supportive people managers.
- A range of employee led groups promote physical and mental wellbeing and provide opportunities for staff to engage with each other inside and outside the workplace.
- Our HROD and Health and Safety teams provide advice, guidance and support to managers and staff.
- Communications and engagement campaigns promote targeted opportunities and interventions to staff across a range of areas.

However, our baseline data shows there remain some significant challenges here. An average of 12.24 days are lost due to sickness by each employee every year, significantly higher than comparable averages for public sector organisations of our size, with mental wellbeing issues the biggest contributor to days lost. Our wellbeing score from the most recent BHeard Survey is also an area of concern in a number of parts of the Council. - Appendix A includes more detail on our baseline position.

Oversight of Employee Health and wellbeing is already provided by a Council-wide steering group. However, there's more we need to do to deepen this organisational ownership and ensure everyone understands the role they need to play.

Appendix B provides a range of measures which will help us measure progress against where we're trying to get to.

How?

Our priorities for employee health and wellbeing have been informed by the data baseline, including the views and experiences of our people and intelligence on the population health and wellbeing challenges facing the City as a whole. We've talked to experts in the field and considered both local recommendations, like the [Health and Wellbeing Board Workplace Health Baseline Assessment](#) and national evidence, like [Thriving at Work](#).

For us, physical and mental health and wellbeing are of equal importance and inexorably linked. Our plan considers both areas with most of the activities aimed at addressing them together.

We've grouped our priorities under two broad headings:

- High quality working life
- Mentally & Physically Healthy People



High Quality Working Life

The objective of a high-quality working life is to ensure we provide 'good' work to which employees can connect and within a culture and an environment that promotes wellbeing.

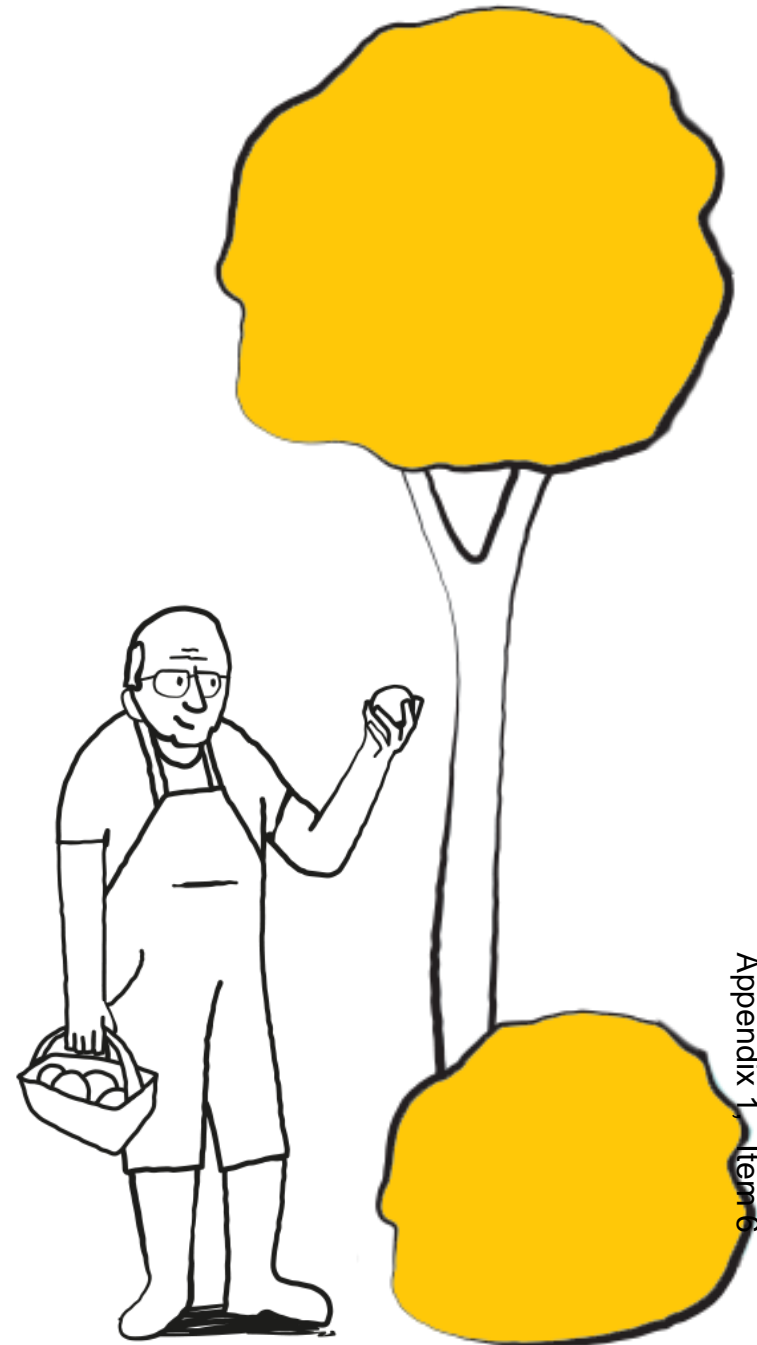
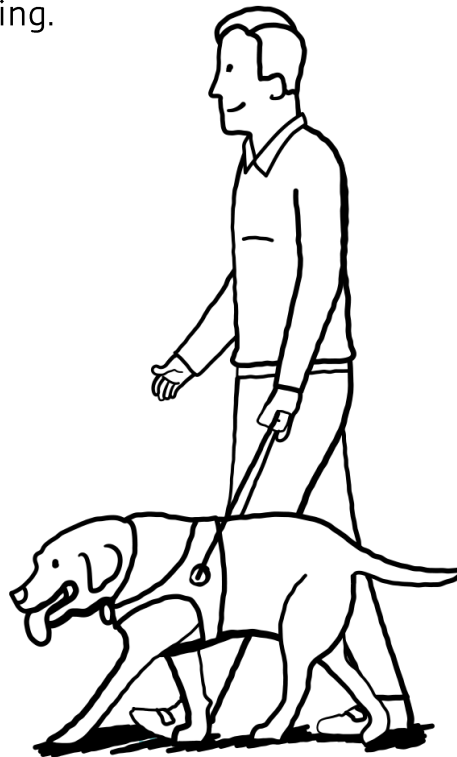
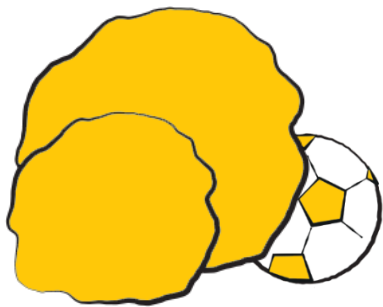
This area is about creating a working culture and environment which supports wellbeing. We'll do this by:

- Embedding the Our Manchester behaviours as the way we do things.
- Becoming a Timewise accredited Council and promoting flexibility in how we work, recruit and lead through the Our Ways of Working programme.
- Achieving level three of the national Disability Confident accreditation, supporting the recruitment, progression and workforce experience of our disabled employees and those with a long term health condition.



Above: The Our Ways of Working model, focusing on how we can improve the workplace through the physical working space, the digital technology, and the workplace culture.

- Creating a truly shared ownership of the employee wellbeing agenda:
 - An organisational environment which promotes wellbeing at all levels.
 - Leaders who deliver this message with authenticity and passion: walking the walk as well as talking the talk.
 - Managers who understand their role and manage with compassion.
 - Providing opportunities for staff to come together to promote their wellbeing.
- Reviewing our framework of policies and guidance in support of managers and staff to ensure this proactively supports our approach to wellbeing.



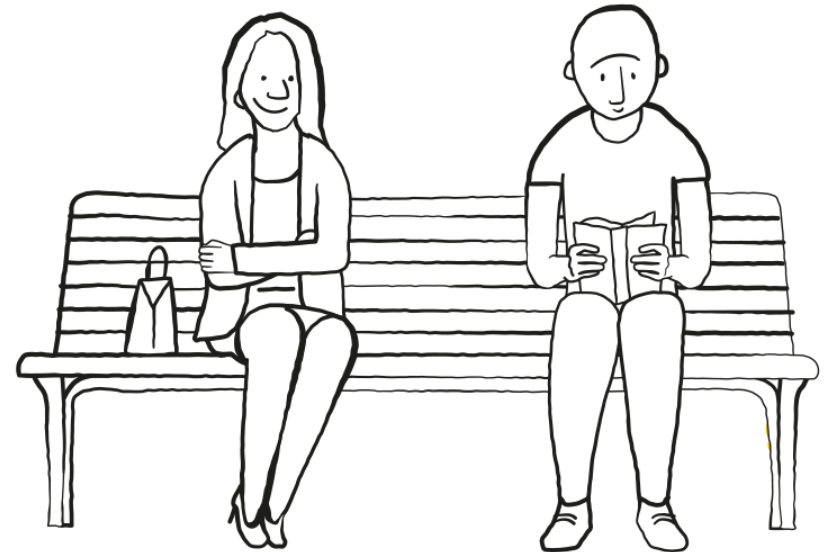
Mentally & Physically Healthy People

This priority is about preventing the causes of poor health and supporting employees to maximise both their mental and physical health and resilience. We'll do this by:

- Creating an organisational culture and framework of support which is open and honest about the scale and challenge posed by mental health, recognising that around one in four people will experience a mental health problem each year.
- Strengthening the way in which we manage those employees who are unwell, supporting them to stay in work where possible and appropriate, and recover and return when they're absent.
- Communications and initiatives designed to promote health and build understanding targeted and informed by both evidence from the workforce and the broader city-wide population wellbeing agenda.
- Continuing to review and strengthen our broader offer of support to staff, including through the Employee Assistance Programme, our Occupational

Health provision and targeted programmes in areas like, mental health, carers support and smoking cessation.

- Strong and flexible management of our people which recognises different needs and supports those absent due to sickness back into work.
- Recognising that Being our Best Selves means different things for different people and that this may change over the course of someone's time working for the Council, requiring supportive and adaptable management.



A three year delivery plan is appended below (Appendix C). Delivery of this plan will be reviewed annually and overseen by the Employee Health and Wellbeing Steering Group and, ultimately, the Personnel Committee.

It is worth noting that this plan by no means captures the entirety of work to promote employee wellbeing. Delivery of the Our People Strategy will in itself provide an overarching framework to further the High Quality Working Life strand. There will also be more local and targeted work in Services and Teams.



APPENDIX A: The Baseline

It is important to be clear on our starting point in terms of employee wellbeing to help both target actions and understand progress. Key current metrics of relevance include:

- Our overall workforce engagement score through the 2018 Bheard survey was 610.6. – This makes the Council a 'One to Watch' organisation.
- Our wellbeing score through the survey is at 4.06, a neutral point (neither negative or positive).
- Using the feedback from BHeard it is clear that in general people feel they are able to balance their work and home responsibilities, however their work life does impact on their overall energy levels when they do get home.
- 75,309 days were lost to staff sickness absence between June 17 and May 18, an average of 12.24 days per FTE
- Mental health issues are the biggest cause of absence, relating to 33% of days lost over the this period.
- Less than 5% of staff have declared that they consider themselves to be disabled. However, 18% of BHeard Survey respondents indicated they considered themselves to have a disability.
- In the last year, 1107 referrals were made to our occupational health provider. This included 144 referrals for fast track physiotherapy.
- In the last year 18 employees have been dismissed on the grounds of medical capability.
- In advance of Attendance Management Hearings, 22 referrals have been made for employees to be assessed by Independent Registered Medical Practitioners to seek advice about ill health retirement in the past year. 7 employees met the criteria for pension release and 9 are currently pending a decision.
- Since the EAP was launched in May 2017, 1,249 calls have been received 89.2% of these calls were counselling related. 4,256 hits have been recorded on the website.
- Pre- Employment Questionnaires (PEQs) continue to be requested by mainly managers in the Children's and Adults' Directorates to ensure the people we recruit are fit to carry out their role in its entirety and thus provide effective services to Manchester residents. On average 30 PEQs are requested per month.
- In 201/18 circa. £230K was spent on agency staff to cover for sickness absence

APPENDIX B: *What does 'good' look like if this works?*

- Reduction in occupational health referrals and demands on primary carers but increased utilisation of the EAP and universal services.
- Increased number of communications to the workforce regarding health and wellbeing.
- The introduction of a developing library of This Is Me videos helping to normalise talking about mental ill health.
- Increased uptake in health and wellbeing related training and management and leadership programmes.
- More positive feedback from future Bheard Surveys with an annual increase of between 4-6% on our current score and in particular across those questions within the wellbeing factor. This will be accompanied by an honest and transparent response to the results.
- Attaining Disability Confident Level 3 Accreditation and increased representation at all levels of disabled employees.
- Increased attendance at engagement events (e.g. Listening in Action).
- Increase in employee led groups both employment related and also for leisure.
- Reduction in those requiring movement to a new post for medical reasons.

- Reduction in sickness absence: the City Council's sickness absence rates are the third highest out of the seven Greater Manchester authorities that have reported absence levels with 12.13 days lost per employee between April 17 and March 18. Although benchmarking has been undertaken with other Councils there is now work underway to benchmark services against similar functions both in private sector and in Councils with a view to setting some realistic and achievable targets at a more localised level.
- A reduction in agency spend to cover for sickness absence.
- Managers will be more empathetic, and better equipped to support staff when they are struggling or unwell and all managers have completed mental health awareness training.
- Reduction in presenteeism as a result of more flexible working.
- Increased registration for MCR+ employee benefits scheme and increased uptake of individual benefits
- Timewise accreditation and delivery of the associated action plan including a review and refresh of flexible working policies with senior managers promoting the model of true flexible working.
- Delivery of OWOW and a truly flexible workforce in cultural and practical terms.
- Manchester City Council a dementia friendly organisation with a network of Dementia Friends and Champions.

- First Aiders accessible to employees throughout the organisation.
- TRiM practitioners available to respond as required.
- Increased number of coaches and mentors, employees applying for coaching and mentoring, and successful coaching and mentoring relationships.
- Increased uptake of winter flu vaccinations.
- Formation of working carers network and adherence to best practice guidelines.
- Gender specific training and events to be a staple of the learning and development catalogue.

- A policy, guidance and training framework for the management of attendance which is strengthened based on feedback and best practice.
- A reduction in the number of people absent with mental health problems.
- A reduction in people leaving the organisation due to long term health problems.
- The City Council becomes an employer of choice measured by increased interest in recruitment, engagement, low sickness absence and a continued low turnover of employees.
- The role and expectations of leaders and employees in wellbeing are embedded:

leaders who:	staff who:
Take ownership of emotional temperature	Have a clear connection to their end goal and purpose
Act with authenticity	Understand own energy levels and know how to manage these
Truly value wellbeing / instinctive prioritisation to achieve outcomes	Have the ability to manage the emotional impact of things they can't control
See this as a core strand of enabling safe and sustainable service delivery	Accept control of own experience at work
	Look after self and others

Ultimately, this strategy will support a more positive, engaged and well workforce driving increased productivity: Being our best selves

APPENDIX C: Delivery Plan

The plan below identifies high level deliverables for the next three years. The plan for 2019/20 and 2020/21 will be further developed via the Employee Health and Wellbeing Steering Group over time.

Each year we will:

- Deliver of an annual plan of communications aligned to national and local health and wellbeing priority campaigns &
- Progress a targeted action plan of wellbeing specific engagement informed by BHeard

2018 – 2019

The initial aim will be to continue to progress with a programme of interventions led centrally by HROD and the Employee Health and Wellbeing Steering Group. In tandem with this we will build awareness, interest, trust, and openness to the idea that wellbeing is an authentic and attainable priority for the City Council’s workforce. The employee wellbeing agenda will evolve to encourage ownership by leaders, senior managers in addition to HR and the Employee Health and Wellbeing Steering Group. This will be achieved by:

High Quality Working Life	Mentally & Physically Healthy People
Employee Health and Wellbeing Strategy published including, calendar of health events	Creation of a clear offer for mental health support across the thriving, struggling and unwell spectrum including: <ul style="list-style-type: none"> • Management training and personal resilience sessions, • Communications to de-stigmatize mental health ('This is Me' and 'Time to Talk'), • Support through the EAP and Occupational health • On-line and physical promotion of the offer

Leaders and managers modelling behaviours that create a positive culture around health and wellbeing including targeted engagement with SMT, SLG and the top 400 leaders.	Promotion of carers support and development of a carers network
Continuous dialogue with employees about what matters to them, About You, Bheard, Employee Led Groups	Gender specific health themes and support
OWOW programme including Timewise Accreditation and review of flexible working policies	Development of a Dementia Friends network
Delivery of Level 3 disability confident action plan	Promotion of employee led groups e.g.choir, crochet, circuits
Focused work on management of attendance compliance and review of policy, guidance and support	Formal review of EAP operation after year 1
Developing and introducing a coaching programme	Explore potential approaches to developing physical and mental health first aid
Promotion of wider wellbeing benefits including volunteering, gym discounts, cycle scheme and refreshed attendance reward scheme to include a refresh and re-launch of active travel support	Promotion of winter influenza vaccination

2019 – 2020

The aim in the second year of the strategy will be to leverage the enthusiasm and openness around health and wellbeing in order to engage more widely with the workforce. The employee wellbeing agenda will evolve to continue to encourage ownership by the whole organisation and all stakeholders. This will be achieved by:

High Quality Working Life	Mentally & Physically Healthy People
OWOW flexible working offer for all employees	Introduction of a forum for all employee led groups to share good practice
Leaders and senior managers acting with authenticity when encouraging participation in health and wellbeing activity i.e. leading by example.	Development of Dementia Friends network with champion training being offered too so MCC can proactively grow the network
Disability Confident products, including disabled employees passport promoted	Gender specific health sessions as standard in the annual learning and development catalogue
Regular comms to advertise the benefits of employment by MCC, with wellbeing as an integrated component	Enhanced campaign and stories in support of mental health
Targeted and evidence based strategies for improving attendance management	Campaign focused on ageing well, linked to age related health conditions
Review options for external accreditation of our wellbeing offer	Review and potential extension of EAP and Occupational Health Contracts
A review of the organisation's approach to supporting staff managing bereavement.	Review of smoking cessation policy and support

2020 – 2021

The aim of the third year of the strategy will be to focus on sustainability of approach and increase reach further amongst all stakeholders. The employee wellbeing agenda will be recognised as a cultural norm amongst all stakeholders. This will be achieved by:

High Quality Working Life	Mentally & Physically Healthy People
OWOW flexible working offer embedded for all	Targeted support / campaign informed by organisation and city-wide evidence base
Wellbeing owned by all and supported by multiple opportunities to engage and participate	Promotion as a best-practice employer for mental wellbeing
Work to embed a coaching culture	Opportunities for collaborative programmes and activities explored

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