

Introduction

Newport City Council aims to promote and support employee wellbeing, to ensure a positive work environment that enables our employees to flourish and reach their full potential.

As a modern employer, we believe that investing in employee wellbeing can lead to increased resilience, reduced absence and a more contented and engaged workforce, which in turn results in improved services provided to the City's residents.

Research shows that being at work, within a healthy environment, is generally good for our wellbeing.

Our wellbeing framework will support our employees to remain well and productive whilst in work, or to assist a successful return to work following unavoidable sickness absence.

Aims of Policy

This policy sits within our wellbeing framework which embraces a wider range of policies and provisions including our [Employee Assistance Programme](#), occupational health provider and partner agencies, aiming to support our employees' physical and mental wellbeing.

The Wellness at Work Policy aims to support our employees to remain well and productive whilst at work, or to assist an employee's return to work if they have been unable to attend due to sickness.

We aim to encourage and support employees to develop and maintain a healthy lifestyle and enable those with manageable health conditions or disabilities to remain at work via appropriate and realistic wellbeing interventions.

This policy links to the guidance document [Sickness Absence Reporting, Recording and Entitlements](#).

Scope

This policy applies to all employees, with the exception of those employees working in maintained schools under the direct control of a School Governing Body.

School Based Employees

Newport City Council recommends this policy to individual Governing Bodies for adoption. If adopted by a Governing Body, the policy will apply to all employees under the direct control of the Governing Body.

To be read in conjunction with

Please see all associated health and wellbeing policies and guides in our [Policy Directory](#). Guidance on processes with iTrent can be found in the [iTrent User Guidance Directory](#). A glossary of terms used in the policy can be found at **Appendix 9**.

Principles

The overall principle of this policy is to promote a proactive and engaging approach towards enhancing the health and wellbeing of employees. The Council recognises the importance of employee wellbeing to:



The fundamental principles of the policy are that:

- Our employees will look after their own health and wellbeing to ensure they are fit and well for work
- Our managers will work with their employees to manage and support individual health and wellbeing needs, enabling them as individuals to fulfil their contracts of employment
- Our Human Resources and Health and Safety teams will provide case management support to managers
- Our senior leaders will embed a culture of wellbeing throughout the organisation.

These responsibilities are set out in [Appendix 1](#).

POLICY

The Council recognises that every employee is individual, respecting that each person will have different health and wellbeing needs. As an organisation, we understand that employees may, from time to time, need to be absent from work, or their health conditions or disabilities mean they may find it hard to manage within the workplace.

The Council therefore advocates that managers apply a case management approach which considers the specific needs of each employee and puts the individual at the heart of any discussions.

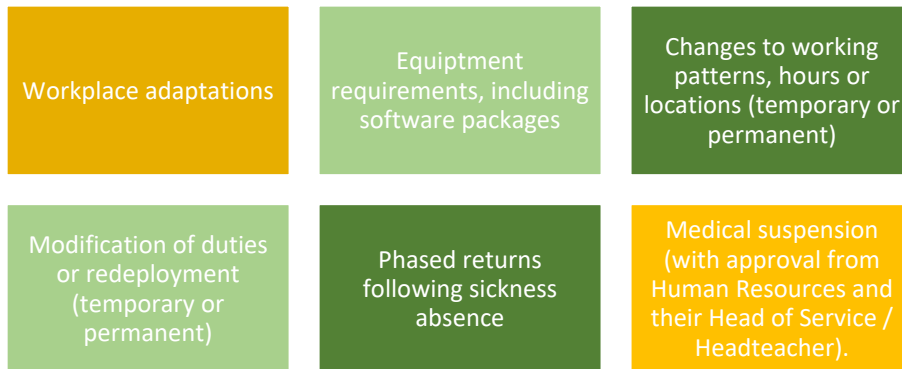
As such, managers need to ensure that they consider the support needs of:

- Employees who are in work but have health or wellbeing concerns, or a disability that requires support to enable them to maintain their wellness at work
- Employees who are absent and need to return to work.

Case management requires a manager to work with the employee, supported by the wider workforce community where needed, e.g. HR, H&S, Trade Unions, Occupational Health, healthcare professionals and other relevant agencies, to identify appropriate interventions and support, bespoke to the needs of that employee.

A manager must consider the identified needs of the employee and their role, balanced with the business needs, in assessing the best way forward.

Managers have the flexibility and opportunity to consider a range of interventions and support when assessing an employee's health and wellbeing needs including (but not restricted to):



A CASE MANAGEMENT APPROACH

What is a case management?

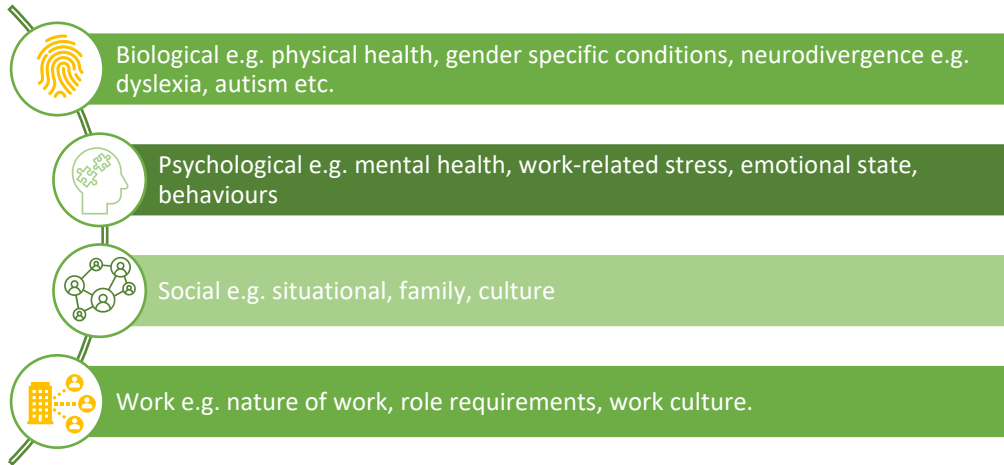
'Case management' describes the process by which a manager can explore the individual support needs of their employees whether they are at work or returning from sickness absence. It is a collaborative process based on relevant information, advice and guidance, with the aim of identifying how best to support and manage an employee's health and wellbeing needs. Case management puts the employee at the centre of discussions, and they are key in contributing and agreeing to any support.

Case management discussions between the manager and the employee should draw on relevant information as available, e.g. the person's knowledge of their needs, OH reports, healthcare professional's advice, knowledge of the work role etc.

Discussions should explore the following (not an exhaustive list):

- The best way for an employee to remain at or return to work
- Workplace health and wellbeing support needs, including Health & Safety/Occupational Health/Employee Assistance referral
- Key actions to support an employee in attaining satisfactory attendance levels or improve their performance in work, in line with relevant policy and guidance
- Any work-related issues or disability considerations which may require collective discussion and agreed actions for support.

Case management discussions should employ a holistic approach, and consider the following elements:



A case management approach recognises that some individuals may need support with aspects of their work role, or wellbeing needs, to enable them to remain at work and avoid sickness absence or to return to work following a period of absence.

The process for those who are in work but where their health condition is impacting on their work is set out in **Appendix 2**

The process for those who are absent from or returning to work from a period of sickness is set out in **Appendix 3**.

When does case management commence?

The need for support may be raised directly by an employee with their manager or may have been identified by the manager through observation, usual management routes or following a period of sickness absence including recommendations made by a healthcare professional via a Statement of Fitness to Work. Support may be required for various reasons, not necessarily work-related. Aside from diagnosed physical or mental wellbeing needs, individuals may also be temporarily struggling with situations outside of work which are affecting their ability to cope well.

Managers should take a proactive approach in supporting employees to maintain their wellness at work, enabling them to perform well and reducing the need for absence where possible.

Attendance may be a cause of concern for a manager because:

- The absence is short term but persistent/regular
- The absence is likely to be long term (over 28 days)
- The condition is likely to have a longer-term impact on an employee's ability to attend work or their ability to undertake their current role
- The absence relates to stress (either at home or in work)

(cont...)

- The employee has supplied a Fit Note from their healthcare professional with recommendations
- The employee is in work but struggling to cope with a health or wellbeing condition which is impacting on their performance

The manager should discuss the absence(s) or health or wellbeing concern with the employee and consider whether any actions or support, including temporary or longer-term adjustments, are needed. All discussions and agreements during the employee's absence should be documented on iTrent as a Wellbeing Check-in (see guidance on completing a wellbeing check-in for managers and employees (corporate) and for school-based employees in the [iTrent – User Guidance Directory](#)).

Action Review Points (ARPs) Process

Regular absences can sometimes have a greater impact on our organisation than longer term absences, as managers are unable to plan for these unexpected occurrences. Regular absences can also indicate concerns around an employee's health or wellbeing and may suggest underlying conditions or worries about work, which require further support. Employees who have regular absences, especially within a rolling 12 month period, will need to engage with their manager, to discuss their attendance and to explore any support that may be required to help them be in, and remain well in work.

Some employees may have high absence levels due to a condition which affects their ability to perform day to day tasks on a long-term basis, and as such can sometimes constitute a disability under the Equality Act 2010. In line with the Equality Act 2010, as an employer, we have a responsibility to support our employees, by making reasonable adjustments to accommodate a disability and enable employees to fulfil their role to their full potential.

Managers will therefore be expected to consider the relevant Action Review Points (ARPs – see below) following an employee's absences, to ensure that regular/intermittent absences are monitored with appropriate action and support implemented. The aim of ARPs is to ensure appropriate steps and actions are completed in a timely manner with the aim of securing early interventions and considering appropriate support for the employee. They will enable us, as an employer, to support our employees' health and wellbeing needs through clear and consistent guidance by setting out managers responsibilities at key stages of an employee's absence (see **Appendix 4**) and our expectations of employees to engage with all discussions to manage their health and wellbeing (see **Appendix 5**).

The process followed may vary on a case-by-case basis, depending on the employee's individual circumstances and types of absences. This can be determined by managers, following discussions with the employee, to establish the right way to support their employee. In addition, the manager may need to repeat certain steps of the process, depending on the employee, nature of absence(s) and what is reasonable. The manager may also need to escalate to senior management where absence becomes a concern and is having an impact on the service/school.

ACTION REVIEW POINTS – NUMBER OF INSTANCES

(Within a rolling 12-month period)



ACTION REVIEW POINTS – NUMBER OF DAYS LONG TERM

(Within a rolling 12-month period)

14 days

- Maintain regular contact with the employee and record via Wellbeing Check in's
- Consider making a Wellbeing Referral
- Consider contacting your HR Officer for any support

28 days

- Continue regular contact with the employee and record via Wellbeing Check in's
- Strongly consider making a Wellbeing Referral
- Discuss arranging a contact meeting / case management discussion with your HR Officer

2 months

- Continue regular contact with the employee and record via Wellbeing Check in's
- If a contact meeting has already taken place within the first 28 days, consider a second contact meeting, or proceed to a case management discussion with your HR Officer, depending on the nature of the absence
- If not already completed, submit a Wellbeing Referral

12 weeks

- Ensure regular contact is maintained with the employee and records are captured via Wellbeing Check in's
- If not already taken place, a case management meeting should now be arranged, contact your HR Officer for support
- If not already completed, submit a Wellbeing Referral

6 months

- Regular contact and Wellbeing Check in's should be taking place
- Contact meetings and case management meetings should have already taken place
- A Wellbeing Referral should have been completed
- If the above has not been actioned, contact your HR Officer immediately to obtain advice and support for next steps

Statement of Fitness for Work

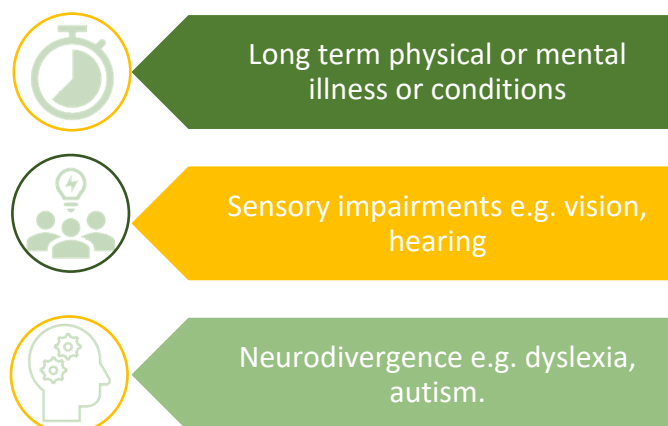
The Statement of Fitness for Work or 'fit note' system provides the healthcare professionals with the opportunity to advise that the employee *"May be fit for work taking account of the following advice"*. This advice includes the following options:

- **Phased return to work** - A doctor will recommend this where they believe that the employee may benefit from a gradual increase in the intensity of their work duties or their working hours.
- **Altered hours** - A doctor will recommend this where they believe that the employee may benefit from a change to the hours that they work, in order for them to return to work. This does not necessarily mean working fewer hours.
- **Amended duties** - A doctor will recommend this where they believe the employee may be able to return to work if their duties are amended, to take into account their condition.
- **Workplace adaptations** - A doctor will recommend this where they believe the employee may be able to return to work if their workplace is adapted, to take into account their condition.

If a healthcare professional has advised that an employee may be fit for work, they will include some comments and, where appropriate, will tick one or more of the four tick boxes on the Statement. If it is not possible for the recommended support to be put in place, the employee should remain on sickness absence.

What are Reasonable Adjustments?

'Reasonable adjustment' is the term used within the Equality Act 2010 and are changes an employer makes to support an employee's longer-term health and wellbeing conditions or disabilities. Adjustments are often recommended through clinical guidance or a specific assessment. There are many situations where reasonable adjustments may need to be considered to enable a person to remain at work, whether that is following an absence or whilst in the workplace. Examples include:



Where there is a requirement for a longer term/permanent change to the employee's role, working hours, shift patterns etc., the manager should consider whether long term 'reasonable adjustments' can be made to their

substantive role. It is important to understand that reasonable adjustments are specific to the individual employee and their role and what is reasonable depends on each situation. Although the Council does not have to make adjustments that are unreasonable, we should still consider other ways to support an employee by making other adjustments that are reasonable.

When is a Reasonable Adjustment Plan necessary?

A [reasonable adjustment plan](#) can be activated by either the manager or the employee as part of action review points:

- Through manager observation or employee request
- As part of a return to work
- Through case management discussions

Through employee request or manager observation

There are two main prompts for considering a [reasonable adjustment plan](#), either via the employee or the manager. Employees have a responsibility to inform their manager of any support needs to enable them to review and consider any appropriate reasonable adjustments. This can be done through a simple request for wellbeing support via a conversation between the employee and their manager. Managers may, through observation, have concerns about an employee's health or wellbeing which is having an impact on their work role. Detailed guidance on completing a [reasonable adjustment plan](#) (RAP) can be found at **Appendix 6**.

As part of these conversations, the manager should consider whether any adjustments that have been identified can be put in place, whether they are reasonable and practicable, and can be supported in line with the business need. A [reasonable adjustment plan](#) should be drawn up, detailing agreed actions and support (a sample report can be found at **Appendix 7**). The RAP should list the main duties of the employee, the potential risk should the employee undertake any duties without support, the support that can be given, and the review date for this support.

The RAP should be reviewed on a regular basis, either as part of wellbeing check-ins or wellbeing discussions. Each RAP will be a dynamic document that may need to change to meet both the employee and the business needs. The RAP should be uploaded to iTrent to ensure a central record is maintained - see our guide on completing a RAP in the [iTrent – User Guidance Directory](#). Corporate managers should complete the RAP as a questionnaire within their MSS account (see [guide](#)). School leaders can either complete as a questionnaire or they can use the alternative option of downloading a word version and uploading into iTrent (see [guide](#)).

Temporary Reasonable Adjustments as part of a return to work

When an employee informs their manager that they intend to return to work it is important for both the manager and the employee to determine whether the employee can safely return to work and complete their full duties.

Managers should make contact with the employee prior to their return to work date, to confirm whether any amendments to duties may be required. If the employee does not feel any amendments are required, and the manager agrees; then the Return to work / Wellbeing Discussion process can be completed (as advised within the "Return to Work" section of the Sickness Absence Reporting, Recording and Entitlements Guidance).

However, if the manager or employee feel that adjustments i.e. phased return, are required then these should be discussed and agreed before the employee is able to make a safe return to the workplace. It is important that these are recorded to demonstrate the support provided for the employee as part of the return to work and wellbeing discussion.

To help both managers and employees determine any temporary changes to duties, the [reasonable adjustment plan](#) can be used. This can be used as a helpful tool to identify and record any short-term adaptations following a return from an absence (whether long or short term) but is only needed where adjustments are required. A general phased return can be noted in the return to work form/discussion.

The RAP should be completed, agreed by both the employee and manager and uploaded to iTrent. The RAP should be reviewed on a regular basis, either as part of wellbeing check-ins or wellbeing discussions. Each RAP will be a dynamic document that may need to change to meet both the employee and the business needs. This is a process led by a manager with their employee with support from HR if necessary.

Temporary Adjustments whilst in the workplace

There may also be instances where discussions with an individual may identify simple support measures which can be put in place as a temporary measure, to enable the person to manage a short-term situation. This may include temporary modification of work tasks, shift patterns, work location etc., where this can be supported in line with the business need.

Where a temporary adjustment is made, a clear end date should be agreed, to be reviewed at least four weekly in line with the expected outcomes. A record of the discussion and agreed support should be made to inform any future discussions, by arranging and recording as part of a wellbeing check-in within iTrent and following the above method using the RAP to support where necessary.

HOW TO REQUEST ADDITIONAL WELLBEING SUPPORT

Whilst the manager has overall responsibility for managing the support needs of their employees, they may feel that specialist input is needed. This may be relevant where the support needs are complex and the manager has been unable to determine suitable adjustments or feels that proposed adjustments are unreasonable or cannot be supported. A [Wellbeing Support Referral Form](#) should be completed, outlining the employee's support needs, the discussion(s) that has taken place between the manager and the employee and any arrangements that might have been put in place to date to support the employee. The referral will then be triaged by a HR/H&S Business Partner to determine the type of support needed. This may be an H&S assessment, management guidance or an OH referral. The referral and its contents must be shared with the employee throughout all discussions to ensure transparency and agreed by the employee to indicate consent to an occupational health referral if needed.

The process for making a wellbeing support referral is set out in **Appendix 8**.

A **Wellbeing Case Management Meeting** (below) may help in planning a suitable outcome.

WELLBEING CASE MANAGEMENT MEETING

A Wellbeing Case Management Meeting is a specific multi-agency meeting to agree the actions required to support an employee, either to remain in work, or return to work following sickness absence, or to resolve any work-related issues.

Discussions with HR/H&S will determine whether a Wellbeing Case Management Meeting is needed, particularly where there are longer term implications for the individual or the business need. Participants in Wellbeing Case Management meetings will vary depending upon the individual circumstances of the case and will typically include the employee, the manager, a HR advisor and/or a H&S advisor and, where appropriate, liaison with an Occupational Health Advisor.

An employee can choose to be accompanied by a work colleague or Trade Union representative to support them if they wish.

A Wellbeing Case Management meeting is not a formal process whereby sanctions could be issued for poor attendance or performance due to health and wellbeing issues. Instead it enables relevant parties to consider appropriate options at the earliest stage, intending to support the employee's wellbeing and/or improve their attendance and performance.

Wellbeing Case Management Meetings should be planned, with a clear and transparent agenda and agreed and recorded outcomes. There may be a need for one or more Wellbeing Case Management Meetings, depending on identified need, and to ensure that relevant information is available. Those attending must be made aware of their role and responsibilities. Actions from this meeting will be captured including agreed outcomes and timescales using the Wellbeing Case Management Meeting Minutes and Agreed Outcomes in iTrent and a copy shared with all participants, including the employee. The meeting will not be a full transcript minute take.

OCCUPATIONAL HEALTH SUPPORT

The role of Occupational Health is to support employees and managers by providing clinical advice and guidance. Information gained from Occupational Health will be used to help support employees with their wellbeing and contribute to case management discussions.

Requests for Occupational Health support can be made via a [Wellbeing Support Referral Form](#). All referrals will be assessed by a member of HR/H&S to determine whether an occupational health consultation is needed to provide further clinical guidance. In some cases, support from the Health, Safety & Wellbeing team may be required e.g. with work-related stress issues or musculoskeletal disorders, or there may be an opportunity for Human Resources to support managers with employment-related advice.

Where an occupational health referral is appropriate, the consultation may take place by telephone or face to face, as determined by the occupational health Physician.

INABILITY TO REMAIN AT, OR RETURN TO WORK DUE TO HEALTH OR WELLBEING

If, after all reasonable efforts to support have been made including case management discussions, an employee's health or wellbeing needs mean their absence becomes unsustainable, the case will require consideration under the relevant Capability Policy.

TERMINAL ILLNESS

The Council has signed the TUC's "[Dying to Work](#)" Charter which recognises terminal illness as a 'protected characteristic' so that an employee with a terminal illness is entitled to a 'protected period' where they cannot be dismissed as a result of their condition. As part of our commitment to the Charter, employees with a terminal illness will be treated with due sensitivity and dignity and be given appropriate support including access to counselling and financial advice. No employee with a terminal diagnosis will be dismissed because of their condition. Managers should discuss cases of terminal illness with HR to agree appropriate support and any accommodations that need to be made to the employee's work arrangements.

ILL-HEALTH RETIREMENT

Employees in the Local Government Pension Scheme are eligible for consideration for ill-health retirement which offers members protections if they are too ill to work. This option will be considered as part of case management where relevant. Ill-health retirement requires an assessment by an Independent Medical Advisor who will confirm whether an employee is a candidate for ill-health retirement and the 'tier' level. Employees have the right to appeal the decision of the Independent Medical Advisor or Council in the award of ill health retirement.

Employees in the Teachers' Pension Scheme can apply for [ill-health retirement](#) if they become too ill to work during their teaching career. This option will be considered as part of case management where relevant. Teachers who apply for ill-health retirement must provide medical evidence to support their application which will be considered by the Scheme's Medical Advisors.

LETTERS

[Invitation to Wellbeing Case Discussion](#)

Created By:	Human Resources
Date Created:	November 2021
Reviewed By:	Howard Mason
Date Reviewed:	April 2024
Current Version:	June 2024

Document Control

Version	Date	Author	Notes/Changes
V1	01/11/2021	Human Resources	New Policy
V1.1	07/02/2022	Human Resources	Adding links to relevant policies
V1.2	26/06/2024	Human Resources	Updated policy to include action review points and reasonable adjustment plan

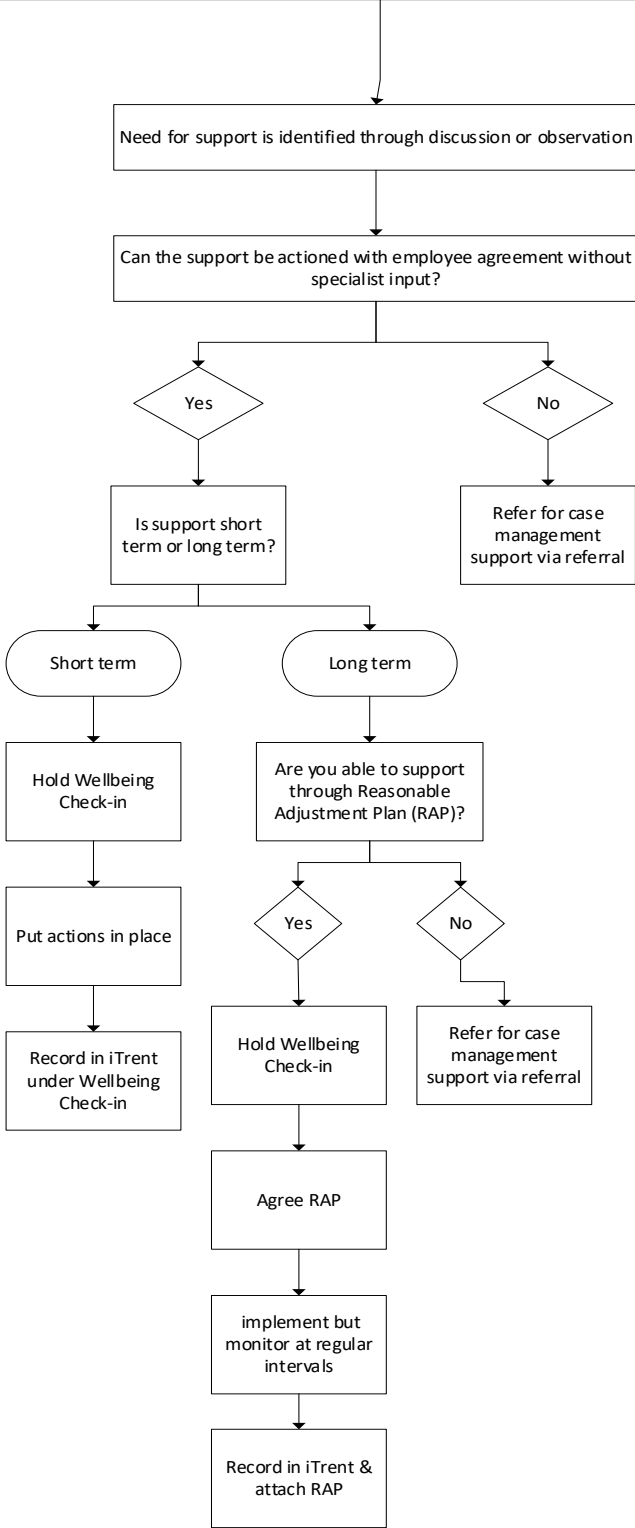
APPENDIX I – CONTRIBUTION TO WORKFORCE WELLBEING

Employee	Line manager	Senior management	Health & Safety	Human Resources	Occupational Health	Trade Unions
Look after their own health and wellbeing (in and out of work)	Have responsibility for supporting an employee's health and wellbeing	Set the strategic priorities for wellbeing at work	Develop, monitor and review the Wellness at Work Policy and 'tools'	Develop, monitor and review the Wellness at Work Policy and 'tools'	Provide specialist clinical advice	Support the member through the process as needed
Adopt healthy behaviours (e.g. a balanced diet & exercise, moderating alcohol consumption and quitting smoking)	Actively engage with the employee to manage identified support needs	Establish the culture for wellbeing	Provide H&S guidance on Wellbeing and identify relevant support routes	Provide HR guidance on wellbeing	Support case management discussions where required	Actively engage with case management discussions and support the spirit of the Policy
Participate in wellbeing initiatives	Manage sickness absence & consider short term support needs	Ensure available funding / resources	Undertake specific risk assessments	Provide information regarding contractual employment	Contribute to wellbeing initiatives and signpost to available support resources	Support the member regarding suitability of proposed outcomes /resolution
Declare any health or wellbeing concerns	Support employees with long term conditions or disabilities	Support manager training	Support wellbeing discussions as relevant	Support case management discussions where required		Signpost the member to support services provided by the union

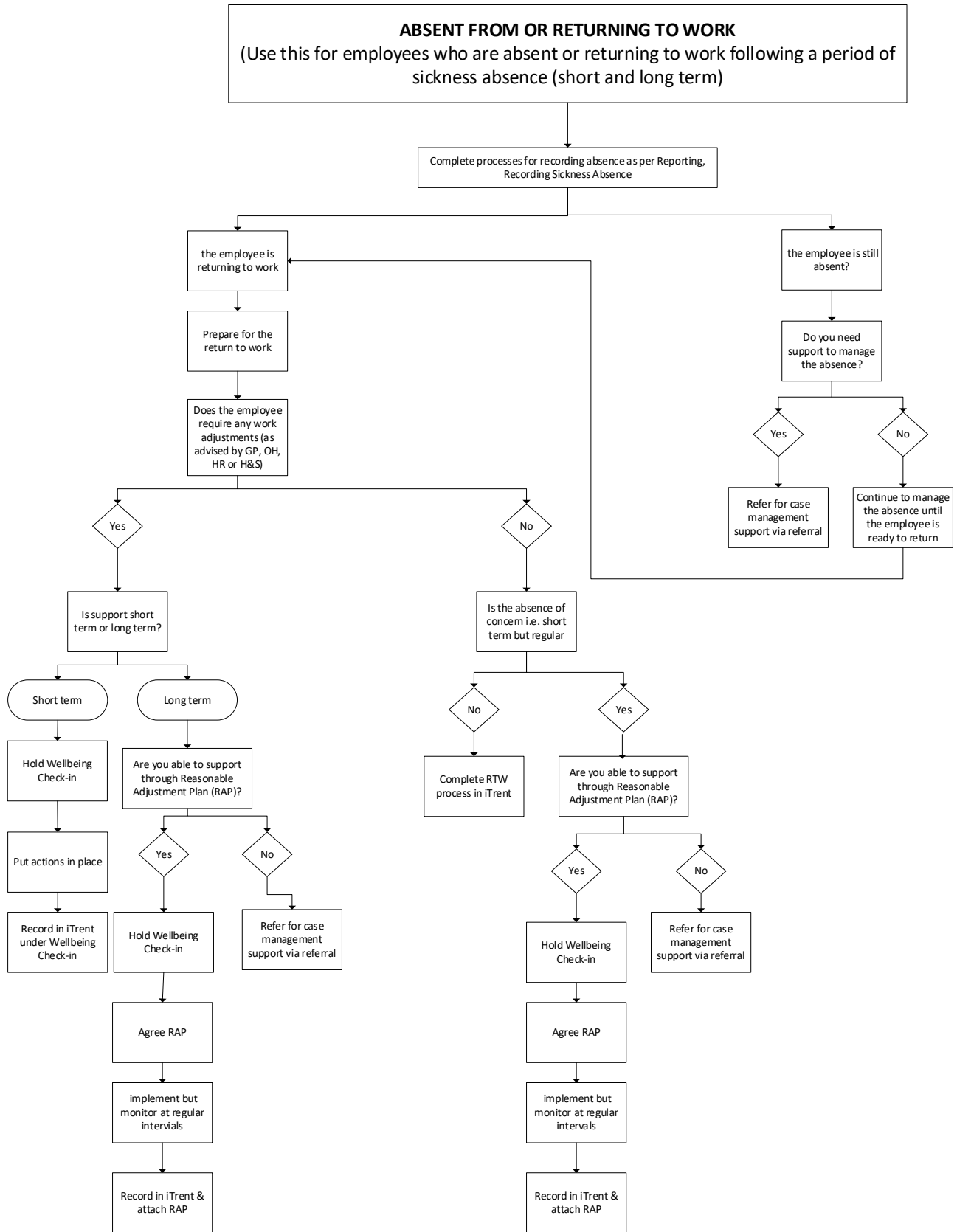
Employee	Line manager	Senior management	Health & Safety	Human Resources	Occupational Health	Trade Unions
Actively engage with the manager to resolve their support needs	Lead on case management and request support as appropriate		Support case management discussions where required	Promote wellbeing in the workplace		
	Promote wellbeing in the workplace			Identify a range of support for wellbeing in the workplace		
	Complete mandatory training			Develop training programmes to support wellbeing in the workplace		

APPENDIX 2 – SUPPORTING EMPLOYEES WITH HEALTH OR WELLBEING WHILST IN WORK

WELLNESS AT WORK
(Use this for employees who are in work but where their health or wellbeing condition is impacting on work)



APPENDIX 3 – SUPPORTING EMPLOYEES CURRENTLY ABSENT OR RETURNING TO WORK



APPENDIX 4 – MANAGERS DETAILED GUIDE TO ACTION REVIEW POINTS (ARPS) IN ROLLING 12 MONTH PERIOD



- Ensure all steps outlined within the '**Preparing for and Return To Work**' process, including the Reasonable Adjustments Plan (**RAP**) are completed, if required.
- Following the return to work, if there are concerns about the level/types of absences, or the employee has raised concerns during a **wellbeing support discussion**, consider holding a **wellbeing check-in** to explore the reasons for absence in depth and if/where further support is required (i.e phased return, change to hours or working pattern, amended duties, workplace adaptations including location and/or software/equipment). Ensure to review the employee's absence history, is there a pattern, could there be anything underlying? Consider submitting a **wellbeing referral**.
- Amend the **RAP** to incorporate any longer term adjustments for conditions/disabilities, document the agreed adjustments/support and implement a review period.
- Consider arranging a **contact meeting** with a HR Officer present to support, depending on the outcome of the RAP/employee discussion.
- Ensure iTrent is updated and arrange a further check-in.
- Ensure employee is aware their absences are being monitored for support purposes.



- Ensure all steps outlined within the '**Preparing for and Return To Work**' process, including the Reasonable Adjustments Plan (**RAP**) are completed, if required.
- Complete a **wellbeing check-in** to explore reasons for continued absences in greater detail and review any **RAP** in place, with the employee.
- If a **contact meeting** and **wellbeing referral** has not already been completed as part of the 1-3 occasions process, arrange this now. The purpose is to obtain further advice and support, if absences are a concern, contact your HR Officer.
- If a **contact meeting** was arranged during the 1-3 occasions process, consider moving to a **wellbeing case management meeting**, to discuss support and options available with HR/H+S/OH present, based on the **wellbeing referral**. Also discuss the absences since the support was implemented, what is/not working, what needs to be amended, are there further options or support to consider? Such as (but not limited to), further management support, change in hours or working pattern, amended duties, workplace adaptations including location and/or software/equipment, career break, redeployment.
- Make any necessary amendments or additions to any **RAP** with the employee and agree a review period (i.e up to 4 weeks depending on nature of the absences).
- Ensure iTrent is updated and arrange a further check in.
- Ensure employee is aware their absences are being monitored for support purposes.



- Ensure all steps outlined within the '**Preparing for and Return To Work**' process, including the Reasonable Adjustments Plan (**RAP**) are completed, if required.
- Complete a **wellbeing check-in** to explore reasons for continued absences in greater detail and review any **RAP** with the employee, discuss what has/not been beneficial, what needs amending?
- **Review** steps and actions taken to date and reflect, is there anything further we as the employer could do/put in place to best support the employee in work? You may wish to repeat elements of the process to date.
- Consider the **impact** absence/s are having on the service/school - is this sustainable?
- If all support has been exhausted and the absences cannot be sustained moving forwards, move towards a further **wellbeing case management meeting** with appropriate parties, to discuss and consider "continued employment" options (i.e continued support, ill-health retirement if eligible, career break, redeployment, end of employment).

APPENDIX 5 – EMPLOYEE DETAILED GUIDE TO ACTION REVIEW POINTS (ARPS) IN ROLLING 12 MONTH PERIOD

Newport City Council is committed to supporting employees' health and wellbeing, by offering support and adjustments, where possible, to enable employees to be happy and healthy in the workplace. Therefore, the aim of ARPs is to ensure managers carry out appropriate steps and actions in a timely manner, to guarantee early intervention and consider appropriate support for employees.

Please refer to the "Action Review Points - Process" within the policy to familiarise yourself with the potential process your manager may be following, in line with the Wellness at Work Policy. The guide (below) may be helpful to support your understanding of the process and meetings, which will require your input and support. Please note, as the wellbeing needs of employees will differ, depending on the situation, your manager may repeat elements of the process, if appropriate and/or reasonable.

It is vital that you engage during each stage of the process, to ensure all of the support options available are considered, to enable you to be and remain well in work. As a compassionate employer, and in line with the Wellness at Work Policy, we aim to do all we can to best assist you to manage your health and wellbeing in work. The Council truly believes that embedding a wellbeing focussed culture throughout the organisation is key to a happy, safe and healthier workplace, and will therefore support with reasonable adjustments, wherever possible.

APPENDIX 5 CONTINUED/

1-3 occasions

- **Engage** during the return to work and wellbeing check in discussions, to ensure appropriate support is implemented via a **RAP**, if required (i.e phased return, amended duties, change to hours or working pattern, alternative work location, specific software/equipment).
- Share any **information** which may be relevant, i.e if you are taking medication and are experiencing side effects which may require some temporary workplace adaptations, if you have an ongoing health condition and will be attending regular medical appointments, if you are struggling with workload, or have personal commitments outside of work which are having an impact on you in work.
- If a **RAP** is not already implemented and you have concerns, consider having a **wellbeing support discussion** with your manager to enable a discussion to be had with regards to any short or long term support required, a **RAP** will then be implemented with review dates.
- Your manager may arrange a **contact meeting** with you to discuss submitting a **wellbeing referral** to obtain further advice, HR may be present during this meeting.

4-6 occasions

- Continue to **engage** during your return to work and wellbeing discussions, as outlined above.
- Be **honest** with what has/not been beneficial when reviewing the support which has been implemented.
- Share any **information** which may be relevant when discussing your absences, as outlined above.
- Consider what **adaptations** or support you believe you need which have not already been considered as part of your **RAP** and discuss these with your line manager. If you are unsure what options are available to you, discuss with your manager, Trade Union representative or HR.
- If your manager hasn't done so already, they will now arrange a **contact meeting** with you to discuss submitting a **wellbeing referral** to obtain further advice. HR may be present during this meeting.
- Engage during the **wellbeing referral** process. The outcome could be (but not limited to) support from HR via a case management/support meeting, an Occupational Health (OH) referral, advice and guidance from our Health and Safety (H+S) team, external support.
- If your manager has already held a **contact meeting**, your manager may arrange a **wellbeing case management meeting** with appropriate parties (line manager, HR, H&S, OH). Although this is a supportive process, as with all formal procedures, you will have the right to be accompanied by your Trade Union representative or work colleague. During this meeting, options will be discussed such as (but not limited to), further management support, change in hours or working pattern, amended duties, workplace adaptations including location and/or software/equipment, career break or redeployment, depending on the context and reason for absence.

7+ occasions

- Continue to **engage** during your return to work and wellbeing check-in discussions, as outlined above.
- Be **honest** with what has/not been beneficial when reviewing the support which has been implemented. What else could we as your employer be offering/putting in place?
- Share any **information** which may be relevant when discussing your absences, as outlined above.
- Consider what **adaptations** or support you believe you need which have not already been considered as part of your **RAP** and discuss these with your line manager.
- During this stage, your manager will be **reviewing** the steps and agreed actions taken to date, your manager will reflect on these to ensure we have provided all suitable and available support options.
- Your manager will consider the **impact** of your absence on the service area/school and consider if it is reasonable to continue to support further absences. During this stage, your manager may repeat elements of the process to date using discretion on what is reasonable.
- If your manager believes all support has been exhausted, your manager may consider holding a further **wellbeing case management meeting** with appropriate parties (line manager, HR, H&S, OH). Although this is a supportive process, as with all formal procedures, you will have the right to be accompanied by your Trade Union representative or work colleague. During this meeting, consideration and discussion will be surrounding your continued employment options such as (but not limited to) continued support, ill-health retirement if eligible, career break, re-deployment, end of employment.

APPENDIX 6 - GUIDANCE ON COMPLETING A REASONABLE ADJUSTMENT PLAN (RAP)

Reasonable Adjustment Plan and Wellbeing Support Discussions

Purpose

The purpose of the [Reasonable Adjustment Plan](#) is to instigate and enable a conversation between an employee and their manager regarding the employee's needs, highlighting any support which would allow them to function to their maximum capacity. Discussions should consider whether the support needs are reasonable and can be supported in line with business requirements. A RAP then provides a documented record of the person's identified needs, and adjustments discussed and agreed along with also recording any adjustments not agreed and the reasons why not.

A RAP can be initiated by any employee who feels that they may need some additional support whilst they are still in the workplace to support them to remain at work. Additionally, a RAP may be initiated following long term or short-term absence after the 'Preparing for return to work' process.

The RAP should be recorded in iTrent. Corporate managers should complete the RAP as a questionnaire within their ESS account (see [guide](#)). School leaders can either complete as a questionnaire or they can use the alternative option of downloading a word version and uploading into iTrent (see [guide](#)).

This should be reviewed on a regular basis, either as part of wellbeing check-ins or wellbeing discussions. If specific information is needed in terms of the person's disability or health condition and how it might affect them, the line manager can refer for specialist support on the person's behalf, in line with the Wellness at Work Policy.

Why complete a Reasonable Adjustment Plan?

This is a positive document for both employee and employer and aims to:

- Provide employees and their line managers with the basis for discussions about reasonable adjustments that may be needed
- Ensure that both parties, the employee and the employer, have an accurate record of what has been agreed
- Provide a record of agreed adjustments should the employee change jobs, be re-located, or be assigned a new manager. Whilst completion of a RAP cannot guarantee that the requested reasonable adjustments will be agreed, it will enable relevant discussion and negotiation to take place.

The Reasonable Adjustment Plan allows you, the employee, to:

- Explain the impact of your personal circumstances on you at work, e.g. the impact of your disability, your caring situation, religious observances, etc.
- Suggest adjustments that you consider will make it easier to do your job
- Offer more information from your healthcare professionals, specialist or other expert as appropriate
- Review the effectiveness of adjustment/s provided
- Explain any change in your circumstances
- Be reassured that your manager will know what to do should you become unwell at work and who to contact if necessary
- Know how and when your manager will keep in touch should you be absent from work due to your personal circumstances.

The Reasonable Adjustment Plan allows you, the line manager, to:

- Understand how the employee's circumstances might impact them at work

- Explain the needs of the business
- Recognise signs e.g. when the employee might be unwell and know what they would want you to do, including who you should contact for help
- Discuss how and when to stay in touch if the employee is absent from work
- Consider whether the employee needs to be referred for specialist support e.g. H&S, Occupational Health or another adviser to help both parties to understand what adjustments may be required
- Review the effectiveness and ongoing relevance of the adjustment provided on a regular basis, including any impacts on the employee and the service.

Reviewing the Reasonable Adjustment Plan

An earlier review should be completed if there is:

- A change to the job requirements
- A change in post
- A significant change to the working environment.

The employee is responsible for initiating an earlier review if:

- their disability or health condition changes;
- their personal circumstances change;
- they feel an earlier review is needed.

Minor changes made to the RAP can be recorded within the form however where there is significant change, a new RAP should be completed.

APPENDIX 7 – SAMPLE REASONABLE ADJUSTMENT PLAN

[Reasonable Adjustment Plan \(RAP\) Template](#)

'Reasonable adjustment' is the term used within the Equality Act 2010, to describe adjustments made to support employees to remain in the workplace. Everyone's personal circumstances will differ, so this plan is a tool to identify and agree what is considered reasonable, between all parties involved.

This document is to be used in conjunction with the Wellbeing at Work Policy and is to be completed either when preparing for a return to work or following a Wellbeing Support Request from an employee. Please use this document to review and monitor specific workplace duties and tasks, and to understand what (if any) reasonable adjustments may be required, to ensure employees are able to undertake their role in a safe manner. *These adjustments may be required on a temporary basis (up to 4 weeks), which usually can be facilitated between the manager and employee or may be longer term / permanent changes to an employee's duties, which would require a wellbeing referral if determined. Should short term adaptations require further discussion, a wellbeing referral can help instigate HR or Health & Safety discussions.*

Name of employee:

Date of assessment:

Manager/Headteacher name:

Section A) Reasonable Adjustment Discussion:

1. Please give brief details of the employee's personal circumstances (e.g. disability, health or personal situation) and, if appropriate, how long the employee has had the diagnosis or been affected by their health condition / circumstances:

Enter text here:

2. Please describe the impact the employee's circumstances may have on them at work, for which support is required:

Enter text here:

3. Please describe how the employee's circumstances may affect them when they are feeling their best or feeling their worst:

Enter text here:

4. Please give details about any medical professional's assessments linked to the employee's circumstances:

Enter text here:

5. Please provide details of how the employee feels they can be supported:

Enter text here:

Duties / Tasks Document key tasks here	Risk to employee What harm if any is likely to result from this task	Existing support measures What has been put in place already for this employee	Support to be implemented What, if any, support can be given to bring risk down to acceptable level?	Who's task?	Review date	Date complete
DELETE TEXT IN ALL FORM BOXES BEFORE COMPLETING: Example WDA 1: Hip replacement of Cleaner: Mopping floors	Employee cannot mop floors due to hip replacement advice from GP and risk of slipping. If task was completed, could further damage recovery and potentially result in employee falling and injuring self.	No current support measures are in place however, this task can be avoided for 4 weeks until hip has improved in line with GP advice	Employee to not undertake this duty and review in 4 weeks to see how to move forward. If not able to do so after that, refer to Wellbeing Referral i.e. Occ Health	Employee and manager	4 weeks from X Date	XX/XX/XXXX
Polishing	The employee can complete this task without risk as long as they are mindful to not overwork whilst polishing	None required	N/A	N/A	N/A	XX/XX/XXX
Changing bins	The employee can complete this task without risk as long as they are mindful to not overwork or position themselves against MH training	None required	N/A	N/A	N/A	XX/XX/XXX
Hoovering	The employee can complete this task without risk as long as not too large area	Had already had one room removed but could give smaller area	Smaller classrooms allocated to help initial integration back to work	Employee and manager	4 weeks from X Date	XX/XX/XXX
Refilling stock	The employee can complete this task without risk as long as they are mindful to not overwork whilst polishing	None required	N/A	N/A	N/A	XX/XX/XXX
Cleaning mirrors / glass	The employee can complete this at lower levels, should not climb on ladders for higher windows etc	None required before now	Any higher windows to be completed but other staff	Employee and manager	4 weeks from X Date	XX/XX/XXX

Duties / Tasks Document key tasks here	Risk to employee What harm if any is likely to result from this task	Existing support measures What has been put in place already for this employee	Support to be implemented What, if any, support can be given to bring risk down to acceptable level?	Who's task?	Review date	Date complete
<p>DELETE TEXT IN ALL FORM BOXES BEFORE COMPLETING: Example WDA 2: Reoccurring absences due to back ache of Collections/Refuse driver</p> <p>Driving refuse vehicle</p>	The employee has had 3 absences linked to back pain in last twelve months. Risk to employee to further hurt his back if he doesn't take regular breaks as per discussions	No support at present however, discussions undertaken when preparing for current return to work outlined there could be support given in agreeing regular breaks from driving to allow employee to straighten back and prevent stiffening of back as per GP advice	Employee has agreed to ensure he takes regular breaks from driving for example every hour he will get out and stretch back to complete GP exercises as instructed. This will be reviewed in 4 weeks to see if this has had any impact on reducing backpain. If more than 1 HGV driver on shift potentially take in turns to avoid stiffening of back also	Employee's responsibility with manager check in calls	XX/XX/XXX	XX/XX/XXX
Helping load the vehicles when needed	There is no risk to the employee as will help aid the employee to move regularly however, need to be mindful not to hurt back further when pulling bins	This is not a task all drivers complete on a regular basis	Review this point if employee feels this is more of a regular occurrence and is causing back pain moving forward	N/A	XX/XX/XXX	XX/XX/XXX
Enter task here						
Enter task here						
Enter task here						

Additional comments: (i.e. any discussion around adjustments which could not be implemented):

Enter text here:

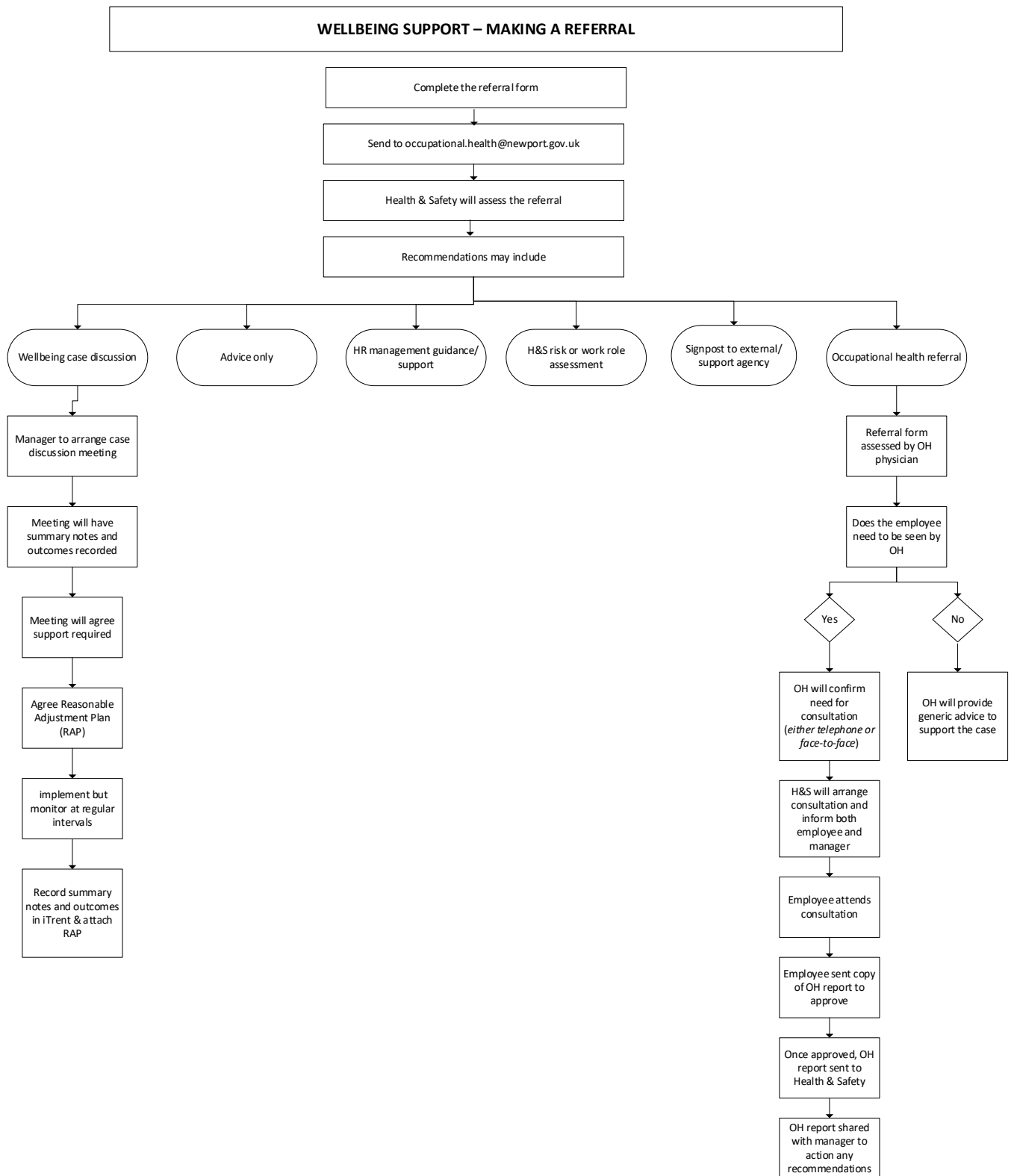
Manager signature:

Date:

Employee signature:

Date:

APPENDIX 8 – MAKING A WELLBEING REFERRAL



APPENDIX 9 – GLOSSARY OF TERMS

Please review the below information as a guide to the terminology used within the Wellness at Work Policy.

Wellbeing Support Referral Form – A form for managers / Head Teachers to complete when requesting support for an employee who may either be struggling to remain in work, or who requires support to return to the workplace. The form will be triaged accordingly and may result in a referral to Occupational Health (OH), a Stress Risk Assessment to be completed, further management support or for HR to provide support and assist in the form of a Contact Meeting or Wellbeing Case Management Discussion.

ARP – Action Review Points. These are to support managers / Head Teachers in managing short term intermittent absences. The ARPs are recommended actions for managers to complete depending on the number of occasions of absence in a rolling 12 month period. There are separate flowcharts to outline the process within the policy, with a further in depth guide for managers and employees in the appendix.

RAP – Reasonable Adjustment Plan. This tool is to support managers / Head Teachers when either preparing for an employee's return to work, or if the manager / Head Teacher or employee believe adjustments are required to provide further support. The tool can be completed to outline any adjustments that are required and are agreed between the manager / Head Teacher and employee.

Wellbeing Check in – A type of check in managers / Head Teachers can arrange with the employee if there are concerns surrounding the employee's health and wellbeing. The discussion will focus on the employee's wellbeing, any concerns, and any support the employee may require. These need to be recorded via iTrent.

Standard Check in – A type of check in managers / Head Teachers will arrange at least bi-monthly with employees to have a general discussion surrounding the employee's workload, priorities, wellbeing, and anything upcoming. It will also be an opportunity to review the employee's performance against their objectives and to provide feedback. These need to be recorded via iTrent.

Supervision – Supervision is focused solely for employees who sit within the Social Services Service Area. Similarly to the standard check in explained above, these points would be covered within Supervision also, however a more in depth discussion surrounding the employee's cases will take place. These will take place monthly need to be recorded via iTrent.

Contact Meeting – A meeting where the manager / Head Teacher can gain a better understanding of an employee's current health situation, help establish how long an employee is likely to be absent from work, how likely an employee is going to be able to perform in their role upon returning and what steps can be taken to support the employee. A HR and Trade Union representative may also be present during the meeting to provide support. The purpose is to find ways to best support the employee's return to work which may include reasonable adjustments or adaptations to the workplace or the role. The meeting may progress to a wellbeing case management meeting should it be deemed appropriate to engage with wider workforce communities (HR, H&S, Occupational Health) to explore support necessary to support a return to work.

Wellbeing Case Management Meeting – A meeting where the employee and manager will be joined by relevant parties where required including HR, H&S, Trade Union, Occupational Health and any other support agency if necessary, to identify further support and agree a support plan if necessary. The purpose is to find ways to support the employee to either remain in the workplace, or to return to work following a period of absence. This could include reasonable adjustments or adaptations to the workplace of your role. The meeting should have agreed outcomes/actions which may include no further action, adjustments or adaptations, or a Reasonable Adjustment Plan.

Stress Risk Assessment – This may be recommended following a Wellbeing Support Referral which will require a questionnaire to be completed by the employee. Once completed and returned to H&S, they will complete an analysis and present the information in the form of a graph and a report. The responses to the questionnaire will remain confidential and will not be shared with the manager, unless H&S and HR deem it essential, however the manager will receive a copy of the report and the graph. The report will indicate where the stress indicators are and will be ranked low, medium, and high. Where there are low and/or medium risk indicators, the manager will receive support via H&S to work through with the employee. If there are high risk indicators, a member of the H&S team will be present in a wellbeing case management meeting to work through the information in greater detail and identify further support options available.