A Greater Manchester Working Carer Toolkit
For Employers
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Introduction

One in nine of the workforce across the UK combine caring for a loved one with paid work and in Greater Manchester this equates to around 142,000 employees (ONS Census, 2011). This toolkit highlights why it makes good sense to introduce policies and practices to support carers who work within your organisation to maintain that balance, supporting both their wellbeing, and your business. As well as providing tips and practical examples of ways that can help you make the most of your existing workforce, recruit effectively, improve staff wellbeing and reduce staff turnover and sickness absence, this toolkit also showcases employers who are already leading the way on supporting carers in employment and gaining the benefits of this, and highlights the experiences of Greater Manchester carers themselves.

Carers make up a crucial part of the health and social care system, and their work makes an invaluable significant contribution to Greater Manchester, improving the wellbeing of the people they care for and reducing the demand on a range of services. A carer is anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support. Their needs, the needs of the person they care for (which may change over time), the type of job they do, the proximity of the person they care for, and their working life, and these included:

✓ Use of technology to enable them to dial in to meetings where short notice caring responsibilities prevent them from coming into the office
✓ The ability to have access to a telephone and private time for calls, allowing them to have a mobile phone with them at all times
✓ Providing access to a private room to make and receive carer-related calls during working hours
✓ Flexibility of working arrangements around medical appointments for the person they care for, taking time off and then working additional hours at a later time, rather than using annual leave

The experience of Greater Manchester carers

A survey was conducted in 2018 by the Greater Manchester Health and Social Care Partnership of carers across Greater Manchester to look at their own experience of balancing work and care, and determine what would best help them achieve a good work life balance, feel supported in work and therefore be as productive and happy in work as possible, with their wellbeing maintained. Over 400 carers responded from across all areas of Greater Manchester and from a wide variety of occupational sectors. The responses of those carers have helped to shape the content of this toolkit.

A Person-Centred Approach

Every carer in employment is different. Their needs, the needs of the person they care for (which may change over time), the type of job they do, the proximity of the person they care for to their workplace, and even their personal / financial situation will impact what flexibility they need, and are able to achieve. It is vital therefore that whilst you might have an organisational policy to support carers, this is supported by effective manager training and workplace awareness-raising, with tools that support this. This will help you to embed a culture that supports a good work-life balance for your employees.

We want to encourage you to introduce the good practice outlined within this toolkit in your organisation in order to provide better opportunities for carers living and working in Greater Manchester. There will be different challenges for different businesses of different sizes, and so various examples of good practice are provided in the toolkit which aims to show a blend of approaches that can be implemented. Different examples and tools will have relevance to different types and sizes of organisations in all sectors, helping your employees balance their working life with their responsibilities outside work.

A checklist is provided at the end of this document to enable you to carry out a self-assessment on practices within your organisation that will help you to support the carers working within your organisation.
Why support carers in Greater Manchester?

**Good for Carers:**
The Greater Manchester position is one where carers tend to be younger than the national average and therefore more likely to be of working age, however are less likely to be in employment. With an ageing population, more people are likely to need care, and the number of carers will increase. The increase in retirement age means an even higher proportion of these will be of working age. Without organisational support to working carers, a significant proportion of the Greater Manchester working population could become unable to work, or be prevented from flourishing in organisations that don’t make the most of their talent.

The survey of carers across Greater Manchester in 2018 showed that this was the case for many that responded, however some carers described a really positive experience of how a supportive work environment has enabled them to balance working and caring, and to stay in work:

- “Being able to continue to work during a very difficult time when I first became a carer was absolutely critical to me retaining a sense of self and helping me to stay well and balanced”
- “I couldn’t wish for a more supportive boss. Without her understanding, compassion and acceptance of my need to work flexible hours and without her allowing me to reduce my hours on a temporary basis, I couldn’t have continued to work”

**Good for Business:**
Analysis from Age UK shows that an estimated £5.3bn a year is lost from the economy in earnings due to people leaving the workforce to take on caring responsibilities for older or disabled loved ones. Latest research indicates that the public expenditure cost of carers leaving employment in England is now estimated at £2.9 billion a year. Whilst the vast majority of employers have comprehensive policies and support procedures to help employees with young children, a recent report from the Chartered Institute of Personnel and Development (CIPD) suggests that only one third of businesses have either a formal written policy or even an informal verbal policy in place to support working carers to stay in work and balance working and caring. Many working carers feel uncomfortable talking about caring at work and feel that their employer doesn’t understand their caring role, which can be stressful and have a negative effect on their health, wellbeing and finances. For employers who need to maintain high levels of employee engagement and productivity this is not good for business. So whilst there is a moral case for supporting working carers, and this approach is usually reciprocated by the employee who is more likely to “go the extra mile”, there is also a strong business case for employers. These benefits include:

- Making team working more effective
- Improving service delivery
- Increasing productivity
- Reducing recruitment and training costs
- Improving the ability to attract
- Producing cost savings

**Centrica’s experience:**
Better retention of staff can mean reduced costs for businesses – Centrica nationally estimate a saving of £2.5m through increased retention, and a saving of around £4.5m through reductions in unplanned absenteeism

**Greater Manchester carers say...**

“(My manager) was extremely understanding of my situation and trusted me with the flexibility and autonomy to get on with my work/caring role without question. This actually made me more determined to demonstrate that I could do both, produce good quality work and I fully respected and was grateful for this”

“Flexible working has really helped me to keep my private life private whilst not taking away from a job role that I love”

The average cost of replacing an employee has been estimated at between 50 to 150% of their salary

(Staff Retention Task Force, 2012)

Greater Manchester Working Carer Toolkit for Employers
Best practice – what can my organisation do?

The best practice tips, suggestions and resources contained in this toolkit are based on feedback from working carers through Carers UK ‘State of Caring 2017’ survey, and those conducted by CIPD (2016), ADASS (2017) and the Greater Manchester Health and Social Care Partnership (2018) and are built around the ADASS Top Tips for Supporting Working Carers (2017).

1. Get to know your working carers

Fundamental to supporting your working carers is having an awareness of who they are within your organisation. This way, you can ensure that you communicate effectively, find out what’s important to them, involve them in any developments that you implement to support them, and monitor the effectiveness of any measures that you put in place. Getting to know who the carers are within your organisation helps you to target support where it is needed, retain employees and specialist skills, and through this build a resilient business.

Examples of good practice include:
- Asking applicants to identify whether they are a carer on application forms, and holding this information as part of your employee monitoring data
- Include working carers in any staff equality / protected groups
- Train managers to understand the role of carers and have constructive discussions with individual employees
- Include an awareness of carers in staff survey and audits

Remember, some members of staff may not identify themselves as carers, and most will only identify themselves where they feel supported to do so, so the following sections in this toolkit describe ways in which you can establish good working arrangements and create a supportive culture within your organisation.

The care of an ill, older or disabled loved one is often just a part of life for many people, and a lot of people providing this care may not even identify as a carer, remaining unaware of what support is available to them both inside and outside of work. By raising awareness of carers within your workplace, this may help your employees to identify themselves as carers and find out about support available to them and the person they care for.

2. Identify champions within your organisation

Creating a workplace culture that engages and supports carers requires the support of senior leadership. In particular within larger organisations, you should consider identifying carer champions at all levels including board level and within senior management.

Such champions can provide:
- Clear leadership on promoting flexibility, and the issues faced by carers
- Additional validity and credibility to the challenges experienced by working carers
- Opportunities for working carers to discuss issues with someone influential within the organisation
- An opportunity to promote positive outcomes to the rest of the organisation and make supporting carers ‘business as usual’

A senior leadership champion would:
- Act as an ambassador for carers issues within the workplace
- Ensure that the corporate vision and strategy in terms of support to working carers is implemented
- Promote the business benefits of supporting working carers within the organisation
- Support a peer to peer employee network within the organisation
- Review employee opinion survey results and make recommendations to develop/implement/adapt policy

It is important to identify people who champion support to carers at all levels within the organisation. Line managers who have generated a supportive and productive culture within their teams are an excellent resource to act as exemplars, and support other managers throughout the organisation.
3. Implement or review workplace policies and support

It is good practice to introduce a policy for supporting working carers to demonstrate your commitment and to set out the practical arrangements that are in place to support them. The majority of organisations have a written policy promoting flexible working practices around childcare, but these often do not extend to include dependent adults, or to the specific experiences of parent-carers. Organisations may choose to:

- Write a specific policy aimed at how to support working carers
- Ensure that any family friendly policies include specific reference to, and address the needs of working carers

A policy could include:

- Flexible working practices and practical support to ensure business continuity
- Auditing and review arrangements to ensure that the policies (such as flexible working) are effective
- How supportive information will be made available to working carers
- Training and development activity to support working carers
- How your organisation will promote your support of working carers (e.g., through job adverts and internet site)

It is important to ensure that working carers within your organisations are involved in the development of this, so that their views, opinions and needs are included, and that the policy is fit for purpose.

Remember – the need for flexibility in working hours may not be a permanent or long-term arrangement, but will be dependent upon the needs of the carer at that time.

The self-assessment tool at the end of this toolkit can provide a framework for what to include in your policy and action plan, and how you plan to address it.

A Focus on Flexible Working

Flexibility is important to working carers to both:

- Respond to crisis situations
- Manage repeated appointments and other planned support to the person they care for

From the Carers UK and the Greater Manchester Health and Social Care Partnership surveys the most frequent response when asked what would best support carers to stay in work and maintain a better work-life balance, was flexibility. This was not just about having formal flexible working arrangements or paid time off, but was around employers having a creative, flexible approach to their working arrangements when the need arose, through an employee feeling confident to be able to discuss their needs with their employer, and how arrangements can be made that best meet both personal and business need.

The legal position

All employees have the legal right to request flexible working once they have worked for the same employer for 26 weeks.

Types of Formal Flexible Working Arrangements

Part time working

Roles can be offered on reduced daily hours, or fewer days worked per week for a proportionately reduced salary

Job sharing

Share the responsibilities of one job across two or more people, so that the full time role is covered but people have the possibility to work part time

Term-time working

Employees work part-time hours – working increased hours in term time for time off during school holidays

Compressed Hours

Employees work their contracted hours but in a shorter time frame, such as a four day week or nine day fortnight

Annualised Hours

Employees work a contracted number of hours over a 12 month period, varying

Agile/Home working

This can be done either formally or informally to allow an employee to work at / closer to home on occasions where they may need to

Career breaks

These allow employees to take unpaid time off work for a period of time, but with the security of a job to go back to

Flexible start and finish

Either informally or formally, this allows employees flexibility around their caring responsibilities whilst still working within their contracted hours
The Carers UK survey, and the Greater Manchester Health and Social Care Partnership survey also highlighted how precious annual leave is to a working carer, and how quickly this leave can be taken up through caring responsibilities, rather than in ensuring their own wellbeing. Examples given of how employers can help with this, through flexibility, include the following which are all examples given by Greater Manchester carers:

- The ability to change shifts/working days at short notice for emergencies
- The need to be able to respond to emergencies and to manage appointments particularly health and social care appointments
- Consideration of an allocation of paid time off for attending necessary appointments with the person they care for
- The ability to take unpaid time off if necessary to complement paid leave
- Flexibility around working hours to be able to bank hours or make up time at a later date
- Homeworking either side of appointments to minimise own personal leave taken
- Working from home where there is the ability to do so, and this is possible given the nature of the work

Flexible Approaches to Leave for Carers

For smaller organisations or within certain sectors, some of the above options may be less feasible than for larger organisations. Other opportunities to consider would be:

- Job redesign, even on a temporary basis, using workforce planning to enable flexibility
- Multi-skilling the workforce which can give more flexibility to employees, better career development and enhance business resilience

A 2014 UK government overview of cost/benefit evidence shows that “the majority of businesses believe implementing flexible working arrangements is unproblematic and incurs very few costs”

http://www.psi.org.uk/site/project_detail/costs_and_benefits_to_business_of_adopting_work_life_balance_working_practice

ACAS have some useful flexible working guidance available on their website including information on employees’ rights, sample policy templates, and guides on flexible working, work-life balance and homeworking. Find out by visiting www.acas.org.uk

The UK Government website has useful explanations around handling requests for flexible working:

www.gov.uk/flexible-working

The Carers Trust website gives some real examples of how flexible working has supported employees to balance working and caring:

www.carers.org/article/flexible-working
4. Ensure access to support for working carers

Accessing relevant information is a priority for employees with caring responsibilities, particularly when they are new to caring. Employers can put together a carer’s guide for this purpose, or ensure that a dedicated intranet page or notice board for working carers contains contacts to locally provided services, as well as those provided internally within the organisation.

Existing employee benefits can be harnessed to provide valuable assistance to working carers. As an employer you should ensure that all benefits are well-communicated, understood, and used by employees within your organisation. Useful benefits might include:

Financial education – this may be particularly useful to working carers, and should be promoted as much as possible. This could be existing in-house provision, or access to external not-for-profit organisations that exist to provide financial advice for employees. The Money Advice Service, which is a free and impartial advisory service set up by government, offers dedicated advice including to employers, and helps you to help your employees manage their money:

Counselling services – Being a carer can be hard work and stressful and counselling provides a chance for carers to focus on themselves. It gives carers a safe place to talk about issues that are troubling them, and allowing counsellors to help them find their own solutions. Options for organisations include recruiting a workplace counsellor either full time or part time, or on an ad hoc basis, depending on the size of the workforce. Other companies may choose to invest in an employee assistance programme (EAP) – a standalone package that includes the provision of counselling support

Annual leave purchase schemes – Annual leave purchase programmes let your employees buy extra holiday days (usually within a maximum limit), and can allow employees to spread the monthly salary reductions over an entire year. Whilst the benefit of this will vary and are often dependent upon employees’ financial circumstances, it can offer a lifeline to some employees with caring responsibilities.

In addition, there will be a number of external services accessible to carers within your organisation that you can provide them with links to. As a first contact, they may want to contact their local Carers organisation. Here are the links to the Greater Manchester carers centres in each locality area:

1. Wigan
www.wlcccarers.com

2. Bolton
www.boltoncarers.org.uk

3. Bury
www.gaddumcentre.co.uk/bury-carers-service

4. Rochdale
www.rochdale.gov.uk/children-and-childcare/more-services/Pages/the-carers-resource.aspx

5. Salford
www.gaddumcentre.co.uk/salford-carers-service

6. Oldham
www.oldham.gov.uk/info/200244/caring_for_someone/508/oldham_carer_services

7. Trafford
www.traffordcarerscentre.org.uk

8. Manchester
www.manchesteracersnetwork.org.uk

9. Tameside and Glossop
www.tameside.gov.uk/carerscentre

10. Stockport
www.signpostforcarers.org.uk
5. Equip managers to support working carers

Working carers in Greater Manchester are very clear about the role that managers and team members play in minimising the stress of balancing working and caring. Managers and team members that show an understanding of a working carer’s situation can alleviate some of the feelings of guilt that they report, when having to be flexible around their working arrangements.

The line manager is critical in sensitively balancing the needs of the individual and the business, as they are likely to be the person who knows the individual best, who applies organisational policy relating to people management and who is best placed to signpost carers to internal and external support mechanisms.

For working carers the attitude and behaviour of managers and other employees are just as important as formal policies.

“(The employer) offered flexible working but other staff were unhappy about this so I had to give up the job.”

“I am fortunate to have a manager who understands that I am a carer however I feel that this is not necessarily consistent across the organisation”

Line managers are key to making carer-friendly policies work. Training and supporting line managers can help them to understand the importance of engaging carers and how to help them. To create the right culture to support working carers, managers at all levels within your organisation should:

- Be trained so that they understand why awareness of working carers’ needs is important
- Be open to different flexible ways of working, and have a ‘can do’ approach to making adjustments
- Understand the different policies within the organisation, what degrees of flexibility are acceptable within the business, and what their role is in the process
- Understand how they will respond to emergency situations within their team, to enable business continuity
- Ensure that awareness is raised within the whole team
- Create a culture of openness and trust so that carers can speak up without recrimination

To achieve this you can:

- Ensure that managers are aware of flexible working policies agreed within the organisation
- Provide training for managers so that they can deal with issues that arise effectively and sensitively, and can promote carer awareness throughout the team

Training and other support resources available:

- Skills for Care have a number of resources aimed at managers, to support you to support the carers in your workplace:
  www.skillsforcare.org.uk

A Focus on Carers Passports

Ensuring consistency when a working carer changes line-manager is one of the reasons why more organisations are introducing a Carer Passport – this is essentially a conversation about the flexibility needed to combine work and care. This conversation involves balancing the needs of the individual with the needs of the business, within existing company policies. The Carer Passport also provides a straightforward way to document flexibility and support so it can be carried into an employee’s future roles, without having to repeat the same conversations. Together with Carers Trust and the Department of Health, Carers UK has launched a Carer Passport scheme.

A Carer Passport scheme can:

- Aid identification and support of carers in the workplace
- Raise awareness of caring

• Employers for Carers offer a variety of guides, handbooks and training courses, including induction and line manager training that can be tailored if necessary to suit the needs of your organisation. Employers can join the Employers for Carers membership forum for access to this information and support:
  www.employersforcarers.org

• Provide a concrete, easily understandable offer of support
• Provide a mechanism that makes carers feel valued
• Provide help/assistance to managers or key professionals
• Provide a short-cut to knowing what support is needed, without having to ask lots of questions
• Help in local discussions and support

Some excellent resources around setting up a carer passport scheme within your organisation have been produced by the Department of Health and Social Care in partnership with Carers UK and the Carers Trust, and they are available at: www.carerpassport.uk
Case study

Manchester City Council

Following positive feedback at engagement events with working carers, Manchester City Council introduced a Carers Passport in November 2017.

The Carers Passport aims to facilitate discussions between managers and working carers around the employee’s needs and support required. The Passport is based on a strengths based approach, in recognition that many people juggle caring responsibilities and work, and may benefit from a flexible and proactive approach from their employer to help manage their time or to help in times of crisis.

The passport is available for employees and managers to download at any time from the intranet, and can be completed as part of a regular one-to-one session or as a separate meeting. The passport contains information about the employee’s caring and work responsibilities, and how caring impacts on their work. Carers and managers are then able to note the support that is currently in place, and agree any additional support required. Managers are encouraged to make use of flexible working arrangements where possible in order to allow employees to balance their work with their caring responsibilities.

Once completed the Carers Passport is kept under review and can travel with the employee as they move into new roles or are assigned new management.

6. Peer to peer support

Where carers are able to support each other, they are likely to feel less isolated. Carers can also be a useful source of information for colleagues with caring responsibilities.

For larger organisations, with input from carers, a staff carers group or forum can be set up to allow carers to meet together occasionally for mutual support, information sharing and to raise the profile of caring in the organisation, and allow time for the carers you employ to attend the group. There are a number of different ways of enabling this depending on the type and structure of your organisation - it might be a face to face or a virtual group.

Staff groups also provide a forum to invite professionals who are able to give working carers an insight into their own rights as carers, or to issues specific to the person they care for.

7. Ensure job opportunities and promotions are flexible

Carers UK reported in 2017 that in their survey, 4 out of 10 carers had given up work completely to care. People aged 55-64 are the most likely to be carers, which is a time at which employees have built up considerable and valuable skills and experience in their chosen work.

Providing support to carers to enable them to balance work and care and remain in employment means that as an employer you can make the best use of the talent within your organisation, keep valuable skills, improve staff satisfaction and loyalty, and make sure that your employees’ well-being is maintained.

Working carers are also less likely to be promoted in their workplace, meaning that future talent is often overlooked. It is important to have flexible approaches to recruitment, promotion and career development as well as to working arrangements. It can be helpful to use an approach of ‘reasonable adjustment’ and think about:

• The wording of job adverts, and promotion of development opportunities
• Being as flexible as possible about working arrangements for roles, and publicising this
• Ensuring that arrangements within your organisation for training and skills development do not directly or indirectly discriminate against those with caring responsibilities
• Ensuring that this good practice is embedded throughout the organisation, so that employees in business support functions such as Human Resources, and Training and Development support and promote this good practice

“My caring responsibilities stops me from moving jobs and progressing my professional career”
8. Monitor, evaluate and review arrangements

Once you have established some good working practices to support carers within your organisation, you will need to make sure that you maintain the momentum to embed the good practice and ensure that it’s making a difference. Monitoring, evaluating and reviewing your approaches enables you to ensure they are working, and to adapt and amend them to suit your organisation and the carers that you employ.

You can do this by:

• Evaluating, monitoring and reviewing activities with working carers, such as through regular meetings and feedback mechanisms. If you have established a working carer staff group you could provide a feedback mechanism through this group

• Reporting on effectiveness to your senior team / board

• Through an annual staff satisfaction survey

• Examining data such as exit and turnover information

9. Communication and promotion

Once you have adopted best practice as a working carer employer you will want to promote being an employer of choice, so that as well as having existing staff with enhanced wellbeing and better support, you are able to gain the business benefits of better recruitment and retention and minimised recruitment and training costs.

You can do this by:

• Communicating a strategic ‘Statement of Intent’ that identifies support for working carers including on your website and social media pages

• Including this statement in job adverts, staff communications and marketing materials

• Celebrating and publicising your success!
Self-Assessment tool

1. Know your working carers

Examples of how this might be put into practice:

<table>
<thead>
<tr>
<th>Our managers are trained to understand the role of carers and they discuss caring roles with individual team members</th>
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<tbody>
<tr>
<td>We don't currently do this</td>
</tr>
<tr>
<td>We are currently developing this</td>
</tr>
<tr>
<td>This is fully embedded in the organisation</td>
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<tr>
<td>This isn't relevant for small/micro organisations</td>
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<table>
<thead>
<tr>
<th>The profile of working carers is raised in all team meetings, on the intranet and in staff newsletters</th>
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<tbody>
<tr>
<td>We don't currently do this</td>
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<tr>
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<tr>
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<table>
<thead>
<tr>
<th>Awareness of working carers is included within recruitment monitoring processes and internal employee surveys</th>
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<td>We don't currently do this</td>
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<tr>
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</table>

How do we do this now?

- We don't currently do this
- We are currently developing this
- This is fully embedded in the organisation
- This isn't relevant for small/micro organisations

Planned actions

2. Identify leaders for working carers within your organisation

Examples of how this might be put into practice:

<table>
<thead>
<tr>
<th>We identify champions at all levels to support and advocate for working carers</th>
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<tbody>
<tr>
<td>We don't currently do this</td>
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<table>
<thead>
<tr>
<th>We make links between working carer networks and named ‘champions’ at a strategic and operational level</th>
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<table>
<thead>
<tr>
<th>Working carers issues are included in supervision/ team meetings and personal development reviews</th>
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<table>
<thead>
<tr>
<th>We regularly report on the impact of the implementation of relevant strategies and policies</th>
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Planned actions
3. Develop and / or review your workplace support and policies in order to ensure that they are flexible, responsive and explicitly support working carers

<table>
<thead>
<tr>
<th>Examples of how this might be put into practice:</th>
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<tbody>
<tr>
<td>We have developed contingency plans, flexible working practices and practical support to ensure business continuity</td>
</tr>
<tr>
<td>We regularly audit and review policies and / or workplace support to ensure that they support working carers (e.g. flexible working)</td>
</tr>
<tr>
<td>We involve working carers in reviewing and developing policies to ensure that they are fit for purpose</td>
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<tr>
<td>We promote policies that support working carers to continue in work e.g. on the intranet, job adverts</td>
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<tr>
<th>How do we do this now?</th>
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<table>
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<tr>
<th>Planned actions</th>
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4. Ensure that support is in place and is clearly communicated to all staff

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<tr>
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<tbody>
<tr>
<td>We opt into an Employee Assistance Package (EAP)</td>
</tr>
<tr>
<td>Independent financial education training is provided for employees</td>
</tr>
<tr>
<td>We send regular targeted communication to staff about resources, support and practical information that is available and how to access it</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How do we do this now?</th>
</tr>
</thead>
<tbody>
<tr>
<td>We don't currently do this</td>
</tr>
<tr>
<td>We are currently developing this</td>
</tr>
<tr>
<td>This is fully embedded in the organisation</td>
</tr>
<tr>
<td>This isn't relevant for small/micro organisations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Planned actions</th>
</tr>
</thead>
</table>
5. Equip your managers to support working carers and make sure they do so

<table>
<thead>
<tr>
<th>Examples of how this might be put into practice:</th>
<th>How do we do this now?</th>
</tr>
</thead>
<tbody>
<tr>
<td>We communicate the support available for working carers effectively to all managers, including internal and external resources</td>
<td>We don't currently do this</td>
</tr>
<tr>
<td>If a carer must take time off, there is a practical and supportive return to work plan in place</td>
<td>We don't currently do this</td>
</tr>
<tr>
<td>We provide training so that managers can deal with issues that arise effectively and sensitively</td>
<td>We don't currently do this</td>
</tr>
<tr>
<td>We have introduced and embedded a Working Carer Passport scheme</td>
<td>We don't currently do this</td>
</tr>
</tbody>
</table>

Planned actions

6. Create opportunities for working carers to support one another

<table>
<thead>
<tr>
<th>Examples of how this might be put into practice:</th>
<th>How do we do this now?</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have developed Peer to Peer Networks for working carers including intranet discussion forums</td>
<td>We don't currently do this</td>
</tr>
<tr>
<td>We have developed Peer to Peer Networks for managers to share learning and develop solutions and promote consistency across the business</td>
<td>We don't currently do this</td>
</tr>
<tr>
<td>We ensure that Peer to Peer support is promoted and encouraged through effective policies and training</td>
<td>We don't currently do this</td>
</tr>
</tbody>
</table>

Planned actions
7. Ensure job opportunities and promotions are flexible and support applications from working carers

**Examples of how this might be put into practice:**

- We ask working carers about the barriers that they experience in applying for new roles, and utilise the principles of ‘reasonable adjustment’ to support their career development
- We are flexible when recruiting, including what we include in job adverts, where we advertise and what working arrangements are possible in the role
- We ensure that the staff responsible for recruitment understand the benefits of employing working carers
- We ensure that working carers have access to the full range of opportunities for skills, professional development, staff training, and career progression

**How do we do this now?**

- We don’t currently do this
- We are currently developing this
- This is fully embedded in the organisation
- This isn’t relevant for small/micro organisations

**Planned actions**


- [ ]

8. Monitor, evaluate and review your approaches to supporting working carers

**Examples of how this might be put into practice:**

- We evaluate, monitor and review our activities with working carers e.g. through regular meetings and feedback mechanisms
- We produce an annual report to the senior team/board and working carers groups, on the effectiveness of our approach
- We include support to working carers in an annual employee survey

**How do we do this now?**

- We don’t currently do this
- We are currently developing this
- This is fully embedded in the organisation
- This isn’t relevant for small/micro organisations

**Planned actions**


- [ ]

A Greater Manchester Working Carer Toolkit for Employers
9. Communicate clearly that you are a working carer friendly employer, and what additional support you offer

<table>
<thead>
<tr>
<th>Examples of how this might be put into practice:</th>
<th>How do we do this now?</th>
</tr>
</thead>
<tbody>
<tr>
<td>We communicate a strategic 'Statement of Intent' that identifies support for working carers including on our website and social media pages</td>
<td>We don’t currently do this</td>
</tr>
<tr>
<td>We include the 'Statement of Intent' in job adverts, staff communications and marketing materials</td>
<td>We don’t currently do this</td>
</tr>
<tr>
<td>We celebrate and publicise our success</td>
<td>We don’t currently do this</td>
</tr>
</tbody>
</table>

Planned actions

10. Act as an exemplar to other organisations, promoting the benefits of supporting working carers

<table>
<thead>
<tr>
<th>Examples of how this might be put into practice:</th>
<th>How do we do this now?</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have membership of Employers for Carers (this will be umbrella membership for local authorities and chambers of commerce to enable SMEs to gain free access)</td>
<td>We don’t currently do this</td>
</tr>
<tr>
<td>We have a clearly articulated vision for the continual promotion of support to working carers, externally on web pages / social media</td>
<td>We don’t currently do this</td>
</tr>
<tr>
<td>We provide advice to other organisations within our locality and across Greater Manchester on the benefits of supporting working carers, and tips for how to do so</td>
<td>We don’t currently do this</td>
</tr>
</tbody>
</table>

Planned actions
For further information about this toolkit please email gm.workforce@nhs.net