

Wellbeing, Health and Benefits Policy



Approved: May 2017

Review date: July 2022

Responsible Officer: HR Director

Vision and Ethos



The vision statement of the Trust demonstrates its Christian ethos and faith foundation.

The Trust believes in the transformational power of education for each individual and that this is enhanced through collaborative working between the academies.

We believe:

- That a Christian ethos underpins and informs all that we do.
- That the focus of the Trust is to promote collaboration between schools within a strategic locality in order to secure mutual improvement.
- That through managed collaboration between academies there will be increased and improved opportunities for the development of all staff, students/children, parents and community.
- In the development of a broad and balanced curriculum that supports young people's personal development and preparation for life.
- That the family of academies within the Trust, working together, will secure continuity and progression for all.
- That there should be high expectation for all children/students and young people whatever their circumstances or starting point and addressing disadvantage.
- That, through its structures and work, the Trust can create and support effective Governance for all members.
- That, through the Trust's work across its academies, expertise and capacity will be developed so that they can be supported with their development needs and economies of scale achieved.

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Where the word 'Trust' is used in this document it refers to Archway Learning Trust.

Where the term 'Governing Body' is used it refers to the Academy Advisory Board (AAB) of an individual academy within the Trust.

Where appropriate the AABs of individual academies will publish details of the procedures and practices to implement Trust policies.

Related Policies and Procedures

- Code of Conduct
- Disciplinary Policy
- Equality and Diversity Policy (Staff)
- Family Friendly Policy
- Flexible Working Policy
- Health, Safety and Security Policy
- Policy and Procedure for Managing the Sickness Absence of All Employees
- Special Leave of Absence Policy
- Teacher Standards

1. Policy Statement

- 1.1. Archway Learning Trust (“the Trust”) is committed to the health and wellbeing of all employees and aims to take steps in promoting a healthy and balanced lifestyle whilst supporting employees in being responsible for maintaining their own health and wellbeing.
- 1.2. The Trust is committed to providing a working environment and management practices which promote employee wellbeing and good health.
- 1.3. The Trust seeks to make a balanced lifestyle possible for staff and to create an environment in which employees feel they are able to discuss health and wellbeing issues in the work place.
- 1.4. It is recognised by the Trust that healthy and well-motivated employees can have a positive impact on productivity and effectiveness of the education that we provide as an organisation. As such, the Trust is committed to providing and funding schemes and initiatives as part of the work of the Wellbeing Agenda to promote this environment, including the engagement of an appropriate Occupational Health Advisor, subscription to the Lifestyle Support Programme (or similar) and other chargeable services.

2. Scope & Principles

- 2.1. This policy applies to all staff who are employed by the Trust.
- 2.2. Separate policies and procedures exist to deal with different aspects of health and wellbeing and should be read in conjunction with this policy as appropriate.
- 2.3. The Trust aims to promote good practice in relation to both physical and mental health by actively promoting wellbeing activities and sharing success and best practice across the Trust.
- 2.4. The aim of the Trust’s Wellbeing Agenda is to ensure that health and wellbeing is embedded throughout the organisation through management policies and procedures, support services, information networks and health promotions.
- 2.5. The Health and Wellbeing Committee will aim to drive and support the wellbeing work and agenda of the Trust to ensure that it is integral to business operation.
- 2.6. This policy does not form part of any employee's contract of employment and it may be amended at any time following consultation with staff and recognised trade unions.

3. Responsibilities

- 3.1. *Senior Leadership Team (Trust-wide and Individual Academy)*
 - 3.1.1. It is the responsibility of the Senior Leadership Team to ensure that this policy is adhered to and to ensure that good working practices are promoted throughout the Trust to encourage positive health and well-being of all employees.
 - 3.1.2. The Senior Leadership Team will take responsibility for creating an open culture to ensure that staff feel they are able to raise their ideas and concerns with regards to improving and promoting the health and wellbeing of our employees.

- 3.1.3. It is important that the Senior Leadership Team ensure the engagement of management at all levels across the organisation in the importance of managing staff health and wellbeing.
- 3.1.4. The Senior Leadership Team will ensure that the identified proactive initiatives, behaviours, systems and policies are embedded in the culture of the organisation.
- 3.1.5. A member of each academy Senior Leadership Team will be an elected member to the Trust Health and Wellbeing Committee.

3.2. *Line Management*

3.2.1. It is acknowledged by the Trust that line managers play a significant role in the health, wellbeing, motivation and organisational commitment of our employees and so it is expected that line managers will acknowledge and deliver their role as a leader in this regard.

3.2.2. Line managers are responsible for:

- engaging with the Trust's Wellbeing Agenda, ensuring that all staff within their faculties and/or teams are made aware of the steps being taken to ensure a healthy workplace;
- promoting personal responsibility of employees to manage their own positive health and wellbeing;
- ensuring that the Wellbeing, Health and Benefits Policy and supporting procedures are followed and seeking appropriate advice when necessary;
- treating individuals reporting to them with consideration and dignity, and promoting a culture of mutual respect in the teams they manage. They will not permit unacceptable behaviour and will take decisive action when issues are brought to their attention;
- encouraging employees to participate in events and initiatives undertaken by the Trust and individual academies to promote well-being and more effective working.

3.3. *Employee Responsibility*

3.3.1. While the Trust takes ownership for its obligations towards employees for supporting and maintaining a healthy workplace and wellbeing, employees too are responsible for taking care of their own health and wellbeing. It is expected that employees will:

- take reasonable care of their own health and wellbeing, ensuring that they are taking all necessary steps to secure full engagement with this policy;
- be mindful of their colleagues' health and wellbeing, ensuring that they do not knowingly or willingly do anything which may have an adverse health and wellbeing impact on others;
- take advantage, when necessary, of appropriate provision for health and wellbeing programmes which may include counselling, the Lifestyle Support Programme, Occupational Health support and participating in training and other activities which are encompassed within the Trust's health and wellbeing agenda.

3.4. *Human Resources*

3.4.1. The Human Resources Team (the HR Team) will be responsible for providing advice and guidance on the wider health and wellbeing agenda and also on individual employee relations cases.

- 3.4.2. The HR Team will also be responsible for supporting the Senior Leadership Team in driving and implementing the Trust's Wellbeing Agenda, ensuring that a healthy working environment is promoted at every opportunity
- 3.4.3. The HR Team will also play an active role in supporting and driving the work of the Wellbeing Committee.

4. Trust Values

- 4.1. The Trust's vision and ethos are set out in this policy and are integral to the organisation's commitment to staff health and wellbeing. The vision and ethos are also intended to provide a framework and purpose to all of our employees and to support them to achieve the common goals and aims across the Trust.

'The Trust believes in the transformational power of education for each individual and that this is enhanced through the collaborative working between schools'.

- 4.2. The Trust seeks to offer pastoral and personal support to employees in an inclusive, faith based environment.

5. Health & Safety

- 5.1. The Trust recognises the obligations it has as an employer in accordance with health and safety law and its duty to take reasonable care to ensure the health and safety of our employees. The Trust has implemented the **Health, Safety and Security Policy** which acknowledges those obligations and the Trust's approach to ensuring the safety of all staff.

6. Family Friendly

- 6.1. The Trust recognises that a supportive approach in relation to employees managing work and family life is important in maintaining good employment relationships and staff wellbeing and retention.
- 6.2. The Trust also recognises the importance of making it possible for all employees to have a balanced lifestyle which is safe, healthy and productive and ensures that it complies with statutory obligations underpinning employees managing their work and family life.
- 6.3. To support our family friendly ethos the Trust has put in place a **Family Friendly Policy** which outlines the approach it takes relating to matters such as:
 - Maternity leave
 - Paternity leave
 - Adoption leave
 - Shared parental leave
 - Parental leave
 - Breastfeeding
 - Foster parents
 - Surrogacy arrangements

- 6.4. In addition to this, the Trust has a separate **Flexible Working Policy**, which enables all employees in line with statutory entitlements to follow Trust procedures in applying for flexible working. The Trust is committed to providing equality of opportunity in employment and to developing work practices and policies that support a balanced lifestyle. The Trust hopes that in helping employees balance work and personal lives, morale can be raised, absenteeism will be reduced and also hope that retention of employees is achieved.
- 6.5. For those employees who are pregnant the Trust's HR Team will carry out a maternity risk assessment. This risk assessment will cover reviewing the workspace of the individual and usual working arrangements to ensure that the working environment and role is conducive to maintaining a healthy pregnancy.
- 6.6. The Trust also recognises that many employees combine working lives with the responsibilities of raising a family, caring for a dependent/elderly relative and other domestic commitments and understand that there will be occasions when urgent domestic, personal and family matters compete with work responsibilities. The Trust also recognises that employees need time off work for other duties such as jury service, attendance at court or training with the armed forces. Due to such circumstances, the Trust has determined a clear approach to these matters set out in the **Special Leave of Absence Policy** which is written in accordance with relevant statutory entitlements.
- 6.7. With regards to personal circumstances that may give rise for requests for special leave of absence or cause sickness absence, the Trust will take all reasonable steps to support employees where possible, while also keeping in mind the importance of the delivery of high quality education to our students and business operation.

7. **Stress/Anxiety/Depression**

7.1. *Definitions*

Stress – the Health and Safety Executive (HSE) defines stress as *'the adverse reaction people have to excessive pressures or other types of demand placed on them'*

Anxiety – is defined by www.nhs.co.uk as a feeling of unease, such as worry or fear that can be mild or severe

Depression – is defined by www.nhs.co.uk as a serious illness with it being very different from the common experience of feeling unhappy, miserable or fed up for a short period of time. Feelings relating to depression range from unhappiness and hopelessness, to losing interest in the things you used to enjoy and feeling very tearful. This not being an exhaustive list.

- 7.2. The Trust takes its obligations very seriously in maintaining a healthy workplace and therefore aims to follow the advice and guidance of the HSE with regards to the six management standards for stress.
- 7.3. The table below outlines the Trust's approach:

HSE Management Standard	HSE Definition	Trust Approach
Demands	This includes issues such as workload, work patterns and the work environment.	The Senior Leadership Team provide an open forum for staff to discuss issues such as workload and work environment either via an open door mechanism, staff feedback sessions or formally via the Health & Wellbeing Committee. The Trust also provide Staff Suggestion Boxes on each site for staff to provide feedback. Policies in place to support this include Flexible Working, Whistleblowing and the Health, Safety and Security Policy
Control	How much say the person has in the way they do their work.	The Trust provides staff with appropriate autonomy. Employees are supported to develop their own initiative and independence, enabling them to make decisions as to how to undertake their role effectively.
Support	This includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.	Resources are provided and produced at every level of the organisation. The Trust encourage employees to share best practice and also invests in support staff resources such as Admin, Classroom Support teams, IT, HR, Finance and Estates to support staff in undertaking their roles effectively and delivering high quality education. Support programmes are available to support specific staff experiencing difficulties in fulfilling their roles which include the provision of additional training, advice and coaching as appropriate.
Relationships	This includes promoting positive working to avoid conflict and dealing with unacceptable behaviour	The Trust and its employees are expected to act in a highly professional manner at all times. We expect teaching staff to abide by the Teacher Standards and all staff are expected to adhere to the Trust's Code of Conduct . Training is available to promote standards of behaviour which would be conducive to positive working relationships with colleagues and stakeholders. Other policies relating to dealing with behaviour include the Disciplinary Policy ,

		Bullying & Harassment Policy, Grievance Policy and Whistleblowing Policy. Section 4.0 details the Trust ethos and mission statement that aims to provide employees with clarity in reaching the common goal of providing high quality education to our students.
Role	Whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.	Job descriptions define the specific role an employee is appointed to deliver. Staff appraisals afford opportunity for the specific role to be discussed and dialogue to take place between the employee and line manager about their own professional development and that of their specific role within the organisation. All staff are expected to share best practice across the Trust and act within the remit of their job role to support the development of those around them and to raise any concerns as appropriate.
Change	How organisational change (large or small) is managed and communicated in the organisation.	The Trust is committed to managing change in an open, fair and transparent way, ensuring staff feel informed and aware of any proposed change and the associated process. The Trust recognises the benefit of staff consultation and will endeavour to consult with affected staff in relation to change management, either on an informal or formal basis as appropriate.

Reference: www.hse.gov.uk/stress/standards/index.htm

- 7.4. The Trust will take any concerns raised by employees that they are suffering from stress caused by the workplace very seriously and will seek to address those concerns via the support mechanisms available within the organisation and the processes contained in the **Management of Sickness Absence Policy** as appropriate.
- 7.5. The Trust will always endeavour to maintain positive communications with employees in relation to any (work and non-work related) stress, anxiety, depression-related absences and expect employees to maintain communications for the duration of their absenteeism.
- 7.6. Where necessary the Trust will carry out a Workplace Stress Risk Assessment (**Appendix 1**) to ensure that all necessary risks have been identified and where possible, appropriate actions and solutions identified to support the employee in eradicating workplace stress.

- 7.7. For an employee who cites stress/anxiety/depression-related illness (work or non-work related), it may be necessary to refer the individual to the Trust's Occupational Health advisors to seek medical advice as to how the Trust can best support the employee and any steps which the employee can take to aid their own recovery.
- 7.8. For those employees who are suffering with stress/anxiety/depression-related illnesses (work and non-work related) the Trust will endeavour to offer support where possible. Employees are also expected to, as with any other type of illness, take steps to manage their own health and any relevant issues and seek medical help where necessary. **Appendix 2** provides information that enables access to resources and contacts to support with all manner of issues.
- 7.9. The Trust also invests in the Lifestyle Support Programme to offer all employees free, confidential online, telephone and face to face advice and counselling. Lifestyle Support is run by independent experts in delivering employee support services and further detail is outlined in **Appendix 3**.
- 7.10. The Trust recognise the important role line managers play in maintaining good communication with employees particularly when individuals may be experiencing stress/anxiety/depression-related illnesses. Therefore the Trust will provide training for line managers and supervisory staff to promote good management practice with regards to managing absences.

8. Workload

8.1. Teacher Workload

8.2. The Teacher Workload Review Groups set up by the government, published in March 2016 acknowledged three concerns in relation to teacher workload, these being:

- marking
- planning and resources
- data management

8.3. It is also recognised that support staff roles within the Trust can entail high levels of workload pressure and conflicting demands. Therefore, the Trust commit to reviewing working practices regularly for both teaching and support staff and encourage line managers to always look for new and efficient ways of working to support a balanced lifestyle within their teams.

9. Drug and Alcohol Abuse

9.1. Health and Safety at Work Act 1974:

- The Trust has a general duty to ensure the health, safety and welfare of their employees as outlined in section 5.0. The Act states that if an employer knowingly allowed an employee under the influence of alcohol or drugs to continue working and this placed the employee or others at risk, the employer could be liable to charges. The Trust takes these legal obligations very seriously.

- Employees are also required to take reasonable care of themselves and others who could be affected by what they do. They, too, could be liable to charge if their alcohol consumption or drug-taking put safety of themselves or others at risk.
- 9.2. While the Trust regards its obligations to employees of real importance, the first priority is the safety and education of our students. It is expected that all staff act responsibly in order to support the Trust in delivering high quality and safe education, therefore the Trust hold a zero tolerance approach with regards to alcohol and drug abuse by its employees.
 - 9.3. If employees appear to present in the workplace under the influence of drugs or alcohol, the Trust will likely deem this to be a breach of the **Code of Conduct** and professional conduct expectations of all staff and it may be dealt with in line with the Trust's **Disciplinary Policy**.
 - 9.4. The Trust will also take reasonable steps to support employees who acknowledge that they have a drug and alcohol abuse problem. **Appendix 4** provides information and access to resources for support and advice with regards to drug and alcohol abuse. A referral to the Trust's Occupational Health advisors may also be appropriate.
 - 9.5. It is expected that staff take responsibility for their own health and wellbeing and take all steps possible to ensure they are able to act in a professional capacity at all times and present fit to undertake their duties and role model the professional conduct which the Trust seeks to inspire in our students.

10. Obesity

- 10.1. The Health & Safety Executive (HSE) recognises that obesity is a modern public health issue, with implications for the workplace. With regards to obesity the Trust will:
 - Take steps to promote a healthy active lifestyle, encouraging a well-balanced diet.
 - Sell food in Academy canteens that encourage health eating and role modelling for our students – all meals produced in Trust's canteens falls in line with the DfE School Food Standards (<https://www.gov.uk/school-meals-healthy-eating-standards>).
 - Via the Health & Wellbeing Committee seek to implement and encourage gym membership, exercise programmes and classes on Trust campus and encourage employees to exercise.
 - Continue to build on the relationship with Nottingham City Council to offer our employees discounts on gym, swimming and group exercise discounts.

11. Smoking

- 11.1. It is against the law for employees to smoke on Trust premises or vehicles. Furthermore, in discharging their responsibilities to act as positive role models to students, the Trust requests that employees who smoke are mindful of when and where they do so, particularly in relation to areas around Trust premises where they can be visible to students.
- 11.2. In situations where employees are found to be smoking on Trust premises the Trust will undertake disciplinary action in line with the Trust's **Disciplinary Policy**.

- 11.3. It is Trust policy that the above rules also apply to e-cigarettes, personal vaporizers (PVs), and electronic nicotine delivery systems (ENDS).

12. Equality

- 12.1. The Trust's **Equality and Diversity Policy** sets out the organisation's approach to secure equality for all staff. It aims to provide an environment that will promote equality of opportunity for all of employees including:
- eliminating unlawful direct and indirect discrimination;
 - ensuring that no-one receives less favourable treatment on grounds of their ethnic origin, disability, creed, marital status, nationality, race, religion, culture, gender or sexual orientation;
 - eradicating bullying, harassment, prejudice, human stereotyping and unfair discrimination;
 - embracing, valuing, celebrating and learning from the diversity of students, staff and stakeholders.

13. Sickness Absence

- 13.1. The Trust's **Policy and Procedure for Dealing with the Sickness Absence of All Staff** sets out the way in which the Trust seeks to manage the ill health of employees. It places emphasis on proactive support for staff in the event of ill health difficulties. The Trust wishes to be both sympathetic and consistent in its management of absence and recognises that, within a consistent framework, each case must be treated individually.
- 13.2. In circumstances when sickness absence occurs, or where employees are presenting in the workplace with ill health, the Trust may at any point take the decision in the interests of the employee and in the interests of ensuring that the working environment is a safe place make a referral to the Trust's Occupational Health advisors for advice and guidance and in serious cases where necessary, consider Ill Health Suspension.

14. Wellbeing Committee

- 14.1. The Trust operates a Wellbeing Committee of made up of representatives of the following groups from each academy within the Trust:
- A member of the academy Senior Leadership Team.
 - A support staff representative.
 - A teaching staff representative.
- 14.2. The Wellbeing Committee meets on a half termly basis. Meetings are convened by the HR Team and are attended by at least 1 representative of the academy representative group.
- 14.3. The aims of the Wellbeing Committee are:
- To bring matters of wellbeing to the attention of the Senior Leadership Team.

- To encourage, support, develop and implement the Wellbeing Agenda and Action Plan.
- To provide a discussion forum for staff to raise their concerns, suggest new ideas and be actively involved in implementing agreed actions.
- To promote positive health and wellbeing of all employees across the Trust.

15. Useful Resources

- 15.1. Useful resources which can provide information, advice and guidance in relation to a range of issues can be found in the appendices to this policy.
- 15.2. Internal communications from the HR Team are provided regularly and will also signpost staff to relevant resources, updates and initiatives.
- 15.3. In addition, the Trust has a long history of working in partnership with local trade unions. Some of these offer practical support in the form of training courses, advice and member benefits, including confidential financial and welfare support. Please refer to Appendix 2 for trade union contact details. The Trust regularly meets and consults with recognised trade unions and supports trade union membership amongst our staff.

Appendix 1

Stress Risk Assessment – Name – Job Title

Date of Completion: Date

Please consider the Health & Safety Executive Management Standards when assessing stress in the workplace for individuals or departments:

- **Demands** – review issues such as workload, work patterns and the work environment.
- **Control** – review how much say the person has in the way they do their work.
- **Support** – this includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.
- **Relationships** – this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour.
- **Role** – whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.
- **Change** – how organisational change (large or small) is managed and communicated in the organisation.

Specific – Please identify the specific stress factors and discussion actions to mitigate – complete the table below:

Identified stress factor	Actions to mitigate on return to work	Responsible	Any further action required?	Date to be completed?

Other Measures

Any other measures that have been put in place by the employer/employee to mitigate any workplace stress factors?

Specific Measure	Expected Impact	Review Date?

Please seek advice from the HR department if you have any queries in relation to the completion of this form at HR@bluecoat.uk.com

It is expected that those employees who have been on long term sickness absence due to work related stress and are returning to work, that HR have already been contacted and advice has been sought.

Useful resources: <http://www.hse.gov.uk/stress/standards/index.htm>
Trust's Lifestyle Support Programme – contact HR