



NORTH NORFOLK ACADEMY TRUST

Staff Well-Being Policy

Review frequency: Annually
Last reviewed: October 2020
Next review: October 2021
Lead: Andrew Richardson
Writer: Andrew Richardson



1. Introduction

- 1.1 As the employer of staff in the NNAT, Trustees and Governors recognise the statutory responsibilities related to employment. Day-to-day management of staff is delegated to the Headteacher, Head of School and line managers in all NNAT schools. Throughout this document, reference is made to the responsibilities held by the Headteacher/ Head of School for operational purposes. Ultimate responsibility rests with the Trustees and the Governing Body of each school in the Trust.
- 1.2 NNAT Trustees and the Governing Bodies of its schools are committed to promoting positive mental, physical and emotional wellbeing and will provide suitable support for all members of staff. Taking action to prevent ill health and promote good health makes good educational and business sense, as sickness absence carries high costs both in monetary terms and in terms of the impact upon performance, teaching and learning, morale and productivity, which may disrupt or compromise student progress.
- 1.3 Members of the teaching and non-teaching staff are entitled to be treated fairly and professionally at all times. The NNAT takes very seriously its duty of care as an employer to all members of staff and a number of policies and procedures have been made in relation to this duty.

These include:

- Management of Staff Sickness Absence Policy;
- Stress Management Policy;
- Health and Safety Policy;
- Staff Anti-Bullying Policy/Procedure;
- Harassment Procedure;
- Grievance Procedure;
- Whistleblowing Procedure.

Other policies contribute to staff wellbeing by providing certainty, fairness and consistency in the treatment of staff in different contexts, including:

- Pay Policy;
- Performance Management Policies for Teaching and Support Staff;
- GDPR Policies and Procedures;
- Behaviour and Inclusion Policy;
- Child Protection and Safeguarding Policy;
- Shared Parental Leave Policy;
- Discretionary Leave Policy;
- Flexible Working Procedures.

All policies are published.

- 1.4 The Trustee/Governing Bodies of each school recognise the importance of workplace unions in promoting and maintaining a positive health and wellbeing environment.

2. Who This Policy Applies To:

2.1 This policy will apply to all employees working in NNAT schools and the Central Team.

3. Aims

3.1 This policy aims to:

- 3.1.1 Provide a working environment which enables staff to work in an environment in which staff wellbeing is supported and which enables staff to carry out their duties effectively.
- 3.1.2 Recognise the key role of the Trustees, Governors, Headteacher/Senior Leaders/Line Managers for their responsibilities by enabling access to guidance, training and support.
- 3.1.3 Encourage staff as individuals to accept responsibility for their own mental, physical and emotional wellbeing.
- 3.1.4 Comply with all statutory requirements.
- 3.1.5 Develop and maintain a positive health and safety culture through regular communication and consultation with staff and their trade union representatives on health and safety matters.
- 3.1.6 Develop an open culture in which mental, physical and emotional wellbeing is taken seriously and in which staff are supported in order that they may seek any help and support they need.
- 3.1.7 Ensure that all staff are aware of the policy through regular promotion on staff notice boards and electronic systems.
- 3.1.8 Identify the hazards that could lead to poor staff health and wellbeing and reduce these where possible.

4. Legislation

4.1 Pieces of legislation that will be considered when promoting positive mental, physical and emotional wellbeing, including, but not exclusively:

- The Health and Safety at Work Act 1974;
- The Equality Act 2010;
- Working Time Regulations;
- Employment Rights Act 1996;
- Employment Relations Act 1999.

5. Responsibilities

5.1 HR (EPM) Function shall:

- 5.1.1 Provide the necessary professional advice, support and training to the Trustees, the Governing Bodies and all School staff as and when required.
- 5.1.2 Assist with the referral of staff to Occupational Health, Counselling or mediation when appropriate.
- 5.1.3 Assist in the formulation of return-to-work programmes and provide advice on the implementation of statutory requirements.

5.2 The Trustees and Governing Bodies shall:

Appoint a Trustee to liaise with a designated Governor from each school and co-ordinate an annual meeting to ensure all schools within the Trust have a consistent approach. Designated governors will meet regularly with the designated member of staff responsible for staff wellbeing.

Receive regular reports from Headteachers/Head of School on staff wellbeing.

- 5.2.1 Ensure this policy is implemented and procedures are in place that recognise and deal with the issue of common mental and physical health problems, which will include: consideration of organisation of work; health risk assessment where appropriate; early recognition for staff with common mental and physical health problems (which may require training); and interventions that include short-term rehabilitation and return-to-work plans and longer-term reasonable adjustments.
- 5.2.2 Actively demonstrate recognition and acceptance of common mental and physical health problems by creating an environment where staff feel comfortable in asking for help.
- 5.2.3 Act early and provide consistent support.
- 5.2.4 Enlist the support of EPM's HR function and Occupational Health, when appropriate, and ensure staff are able to access this support.
- 5.2.5 Ensure that staff roles and responsibilities are clearly defined.
- 5.2.6 Attend regular training on health and wellbeing in schools.
- 5.2.7 Ensure that all of NNAT's policies are assessed for workload impact.
- 5.2.8 Take into account the equality implications of any policies introduced and monitor on a regular basis.
- 5.2.9 Develop a wellbeing strategy, in consultation with the workplace unions, to include a provision of benefits offered to staff such as those through its absence insurance policy including free hotline and counselling help.

5.2.10 Provide opportunities for staff to participate in free annual health checks, should they so desire.

5.2.11 Ensure the policy is monitored, evaluated and reviewed with the recognised workplace unions on an annual basis, in the light of changing needs and legislative frameworks.

5.3 The Headteacher/ Head of School shall:

5.3.1 Recognise the value of good management practice with systems in place to effectively manage staff and encourage a partnership approach with staff, workplace unions and the schools' health and safety representatives and business management team.

5.3.2 Foster a supportive work environment, operating in a fair and consistent manner.

5.3.3 Promote a healthy workplace and practices that ensure that members of staff are able to develop a healthy mind and body such as exploring and promoting staff fitness classes, relationships with local businesses offering discounts on well-being services, supplying specific equipment to address particular operational processes such as book trolleys etc.

5.3.4 Pay attention to any indication of changes in performance or behaviour in staff and promote sympathetic alertness to staff who show signs of being under stress.

5.3.5 Understand the differing needs of staff, at different points and events during their life cycles, and offer support accordingly, if and when required. This may include support for pregnant women, older women during the menopause, and those with caring responsibilities.

5.3.6 Follow agreed procedures when there are concerns or absence due to work related stress and other mental-health problems.

5.3.7 Ensure that a return-to-work procedure (which appears in the Management of Staff Sickness and Absence Policy section 7) is established in the workplace that is supportive of staff both while absent and upon return to work.

5.3.8 Carry out a risk assessment, where necessary, and especially when concerns have been raised, as soon as possible.

5.3.9 Ensure that all staff have access to regular training sessions on health and wellbeing in schools, including practical sessions to deal with mental, physical and emotional wellbeing issues, and that they are given the appropriate time and resources to undertake this; eg INSET time for iHasco units.

- 5.3.10 Carefully plan and agree work-life balance solutions including flexible working practices where possible and appropriate.
- 5.3.11 Demonstrate commitment, via systems and practices so employees can maintain a good work/life balance, and ensure that such practices are communicated to all staff.
- 5.3.12 Manage pressures which may affect staff, including the impact of workload pressures, and anticipate likely problems, taking action to reduce the effects of these pressures where possible.
- 5.3.13 In consultation with the workplace unions, conduct an annual survey of staff, including a section on health and wellbeing, and share and act upon results.
- 5.3.14 Ensure wellbeing is an item on the agenda for Governor Body meetings and provide regular reports.
- 5.3.15 Conduct appropriate exit interviews for departing staff.

5.4 Senior Leaders/Line Managers shall:

- 5.4.1 Foster a supportive work environment, operating in a fair and consistent manner.
- 5.4.2 Pay attention to any indication of changes in performance or behaviour in staff and promote sympathetic alertness to staff who show signs of being under stress.
- 5.4.3 Follow agreed procedures when there are concerns or absence due to work-related stress and other mental health problems.
- 5.4.4 Ensure that a return-to-work procedure is established in the workplace that is supportive of staff both while absent and upon return to work.
- 5.4.5 Carry out a risk assessment, where necessary, and especially when concerns have been raised, as soon as possible.
- 5.4.6 Attend regular training on health and wellbeing in schools.
- 5.4.7 Communicate work-life balance practices to all staff and manage pressures which may affect staff and anticipate likely problems, taking action to reduce the effects of these pressures where possible.
- 5.4.8 Demonstrate commitment to staff by encouraging a good work/life balance.
- 5.4.9 Foster communication of issues and ideas via the designated member of staff.

5.5 Staff should:

- 5.5.1 Seek support or help when they think they are experiencing a problem, if possible, to a clearly identified line manager or named individual.
- 5.5.2 Act in a manner that respects the health and safety needs of themselves or others whilst in the workplace.
- 5.5.3 Consider wellbeing support mechanisms offered by the Trust's insurer 'The Education Broker' on 08702402530; e.g. counselling, health, relationships, stress, finance, legal, family.
- 5.5.4 Consider attending training on health and wellbeing issues where they feel that this is appropriate.
- 5.5.5 Where possible, be watchful of any indication of changes of behaviour in colleagues and promote sympathetic alertness to colleagues who show signs of stress.

6. Support Mechanisms

6.1 Counselling

- 6.1.1 Counselling can be provided where appropriate through the Education Broker or through certain Trust schools' internal systems. This will be a confidential, independent service using professionally qualified counsellors.
- 6.1.2 Staff can access the Counselling Service by contacting 08702402530.

6.2 Mediation

- 6.2.1 Colleagues would be guided to use their unions' mediation services in order to assist employees to return to normal working relationships. Where this service is appropriate it will be discussed with the employees affected by the situation.

6.3 Teacher Support Network

- 6.3.1 The Teacher Support Network is a group of independent charities and a social enterprise that provides practical and emotional support to staff in the education sector and their families. Information, support and coaching is offered to all staff. The Teacher Support Network provides over 1000 factsheets covering a wide range of issues including money advice, how to cope with bereavement, mental health, diet and nutrition and how to manage stress. To access the free support line, staff can call 08000 562 561, or for more information go to <http://teachersupport.info/>

6.4 Occupational Health

6.4.1 The NNAT has access to an Occupational Health provider through its HR team at EPM. This will enable an employee to discuss any concerns about their health and wellbeing with a nurse or doctor trained in occupational medicine. This is an opportunity to discuss any health condition and get feedback about managing or improving that condition to help an employee to carry out their duties or return to work.

Useful Websites

Acas www.acas.org.uk

Information on stress, and employer and employee rights, in the workplace

Alcoholics Anonymous www.alcoholics-anonymous.org.uk

Fellowship of men and women who share their experience, strength and hope with each other to recover from alcoholism.

Carers UK www.carersuk.org

The voice of carers

CBI www.cbi.org.uk

Guidance to businesses on managing stress at work

Department of Health www.gov.uk/government/organisation/department-of-health

Information on dealing with stress and mental health problems, including the use of Cognitive Behavioural Therapy (CBT)

Dignity at Work Partnership www.dignityatwork.org

Information and guidance on bullying in the workplace

The Equality and Human Rights Commission www.equalityhumanrights.com

The commission is working to eliminate discrimination, reduce inequality, protect human rights and to build good relations, ensuring that everyone has a fair chance to participate in society.

Gingerbread www.gingerbread.org.uk

Gingerbread and One Parent Families have now merged to provide better support and a bigger voice to 1.8 million lone parents and their children throughout England and Wales.

HSE <http://www.hse.gov.uk/stress/standards/>

Information on the stress management standards

Local Government Employers www.local.gov.uk

Guidance for all councils on stress prevention and management

Mindful Employer www.mindfulemployer.net

Information and guidance on managing stress and mental health in the workplace

NASUWT www.nasuwt.org.uk

Information on a whole range of issues related to stress and wellbeing

NHS 111 <http://www.nhs.uk/111>

National Health Service advice and guidance on health matters

Princess Royal Trust for Carers <http://www.carers.org>

Here to improve carers' lives by fighting for equality and recognition for carers.

Relate <http://www.relate.org.uk>

UK's largest provider of relationship counselling and sex therapy.

Samaritans <http://www.samaritans.org>

Offers confidential, non-judgemental support to individuals.

Teacher Support Network

<http://teachersupport.info>

Work Life Balance Centre <http://www.worklifebalancecentre.org>

Exists to help people restore control over their workload and working lives we enable them to cut down overworking and so make new decisions about how they spend their time.

World Health Organisation

http://www.who.int/occupational_health/publications/en/oehstress.pdf Publication on work organisation and stress