



# Health and Wellbeing Policy

## Document Control

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## Table of contents

<b>Table of contents</b>	<b>1</b>
<b>Related policies and documents</b>	<b>2</b>
<b>Definitions</b>	<b>2</b>
<b>Elliot Foundation Academies Trust Values</b>	<b>3</b>
<b>Policy statement and objectives</b>	<b>4</b>
<b>Scope and principles</b>	<b>4</b>
<b>Definitions of health and wellbeing</b>	<b>5</b>
<b>Roles and remits</b>	<b>5</b>
<b>TEFAT framework of health and wellbeing</b>	<b>8</b>
<b>Ethos and values</b>	<b>8</b>
<b>Community</b>	<b>8</b>
<b>Work and job role</b>	<b>9</b>
<b>Personal and emotional development</b>	<b>9</b>
<b>Health</b>	<b>10</b>
<b>Personal commitments and external factors</b>	<b>11</b>
<b>Wellbeing agenda</b>	<b>12</b>
<b>Regional wellbeing committees</b>	<b>13</b>
<b>Appendix 1: Wellbeing Committee Terms of Reference</b>	<b>15</b>

## Related policies and documents

- Managing Sickness Absence Policy
- Special Leave of Absence Policy
- Family Friendly Policy
- Flexible Working Policy
- Health & Safety Policy
- Equality and Diversity Policy
- Disciplinary Policy
- Grievance Policy
- Teacher Standards
- Pay Policy
- Appraisal Policy

## Definitions

- Where the word 'Trust' is used in this document it refers to The Elliot Foundation Academies Trust.
- Where the words 'Relevant Governance Body' are used they refer to Local Governing Bodies, Operations Group governance bodies and/or TATA governance bodies
- Where the words 'Governing Body' are used they refer to the Local Governing Body of an individual academy within the Trust.
- Where the words 'Senior leadership Team (SLT)' are used they refer to the Executive Team (Operations Group), Executive Principals, Principals and Heads of School
- Where the word 'Principal' is used it refers to both Principals and Heads of School where applicable.
- Where appropriate the Relevant Governance Body will publish details of the procedures and practices to implement Trust policies.

## Elliot Foundation Academies Trust Values

### 1. Put children first

- a. We trust and value your professionalism
- b. We share the responsibility for the learning and welfare of all of our children
- c. Our purpose is to improve the lives of children

### 2. Be safe

- a. Don't assume that someone else will do it
- b. Look after yourself, your colleagues and all children
- c. We are all responsible for each other's safety and well being
- d. Discuss any concerns with an appropriate member of staff

### 3. Be kind & respect all

- a. People are allowed to be different as are you
- b. Kindness creates the positive environment we all need to flourish
- c. This kindness should extend to ourselves as well as to others

### 4. Be open

- a. If you can see a better way, suggest it
- b. If someone else suggests a better way to you, consider it
- c. We exist to nurture innovators and support those who take informed risks in the interests of children

### 5. Forgive

- a. We all make mistakes
- b. Admit them, learn from them and move on

### 6. Make a difference

- a. Making the world a better place starts with you
- b. Model the behaviour that you would like to see from others

## 1. Policy statement and objectives

- 1.1. The Elliot Foundation Academies Trust (“the Trust”) has a statutory duty under the Health and Safety at Work Act (1974) to ensure the health, safety and welfare of all its employees.
- 1.2. The Trust is committed to providing a working environment and management practices which promote good health and positive employee wellbeing in line with the organisation’s ethos, vision and values.
- 1.3. It is also recognised by the Trust that having healthy and well-motivated employees will undoubtedly have a positive impact on staff recruitment and retention, productivity and effectiveness of the education and learning that we provide to the children in our schools.
- 1.4. The effective implementation of the Health and Wellbeing Policy it is intended to support the organisation’s commitment to become an outstanding employer of choice by:
  - building and sustaining an environment which encourages and facilitates working practices and services that are flexible wherever practical and support employee health and wellbeing;
  - providing access to information and resources that increase worker knowledge and awareness around key health and wellbeing areas; and
  - minimising wherever possible the detrimental impact of work-related stress on all staff and their work
- 1.5. The Trust seeks to make a balanced lifestyle possible for all staff and to create an environment in which employees feel they are able to discuss health and wellbeing issues in the workplace openly and honestly.

## 2. Scope and principles

- 2.1. This policy applies to all staff who are employed by the Trust and the core principles should be reflected in the Trust’s interactions with other workers engaged by the organisation.
- 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 seeks to deliver the objectives of the policy through the development of a rolling Wellbeing Agenda. The purpose of the agenda is to ensure that good health and positive wellbeing is actively developed through appropriate management policies and procedures, training, support services, information networks and initiatives and promotions.

- 2.4. The Trust will also seek to actively identify risks to employee health and wellbeing and put measures in place to mitigate them.
- 2.5. The Trust will monitor and review employee health and wellbeing and utilise relevant information to inform work under the remit of this policy.
- 2.6. The Trust is also committed to providing support and assistance to employees to help them make responsible and informed choices in maintaining their own health and wellbeing.
- 2.7. 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. Definitions of health and wellbeing

- 3.1. For the purposes of this policy, the terms health and wellbeing are used as references to physical and mental health.
- 3.2. Mental health is defined by the World Health Organisation as “a state of wellbeing in which the individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully and is able to make a contribution to his or her own community”.

### 4. Roles and remits

- 4.1. **Senior Leaders (Executive Team and School Senior Leadership Teams)**  
Senior Leaders are critical in securing a work environment which facilitates good health and positive wellbeing.

Senior Leader Responsibilities
Provide leadership and demonstrate a commitment to developing a working environment and practices which support positive health and wellbeing of all employees
Contribute to and engage with the Wellbeing Agenda and facilitate representation on regional Wellbeing Committees
Create an open culture to ensure that staff are able to raise and discuss their ideas and concerns with regards to improving and promoting the health and wellbeing of themselves and their colleagues
Engage leaders at all levels across the organisation in the importance of managing staff health and wellbeing, encouraging and facilitating senior leaders to engage in relevant training
Consider the impact on staff wellbeing of any major changes to ways of working, restructures or projects and take steps to mitigate any detriment to wellbeing

Embed the identified proactive initiatives, behaviours, systems and policies in the culture of the Trust/academy.

#### 4.2. **Line Managers**

Line managers play a significant role in the health, wellbeing and motivation of employees and the development of collaborative working relationships. The Trust will take active steps to support and develop line managers to be able to acknowledge and deliver their role as a leader in this regard.

<b>Line Manager Responsibilities</b>
Engage with the Trust's Wellbeing Agenda, ensuring that all staff within their teams are made aware of the steps being taken to ensure a healthy and positive workplace and act as a conduit for feedback
Reflect the principles of the Health and Wellbeing Policy and other relevant policies and procedures in their role as a line manager and seek appropriate advice when necessary
Proactively consider the workloads and work related stress within their teams
Treat individuals reporting to them with consideration and dignity, promoting a culture of mutual respect and openness in the teams they manage
Not permit unacceptable behaviour and take necessary steps to ensure that this is addressed as quickly as possible when issues are brought to their attention
Encourage employees to participate in training, events and initiatives undertaken by the Trust and individual academies to promote wellbeing and more effective ways of working, facilitating engagement where appropriate.
Promote the personal responsibility of employees to manage their own positive health and wellbeing

#### 4.3. **All Employees**

All employees play an important role in looking after the health, safety and wellbeing of themselves and their colleagues.

<b>Employee Responsibilities</b>
Support and contribute to the Trust's aim of providing a safe, healthy and supportive environment for all employees
Ensure that they reflect the principles of the Health and Wellbeing Policy in their work and engage with any relevant training, events and initiatives undertaken by the Trust and individual academies to promote wellbeing and more effective ways of working
Consider their own health and wellbeing, seeking support and reporting any concerns and issues as they arise

Take advantage, when necessary and appropriate, of health and wellbeing support networks, including programmes and initiatives which may include counselling, the Employee Assistance Programme and, Occupational Health support

Be mindful and supportive 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

#### 4.4. The Human Resources Team

The central HR Team plays a pivotal role in developing and supporting a healthy and positive working environment across the organisation.

Central HR Team Responsibilities
Lead and develop the Wellbeing Agenda and work of the Wellbeing Committees across the organisation
Support the Senior Leadership Team in driving and implementing the Trust's Wellbeing Agenda, ensuring that a healthy working environment is promoted at every opportunity
Develop Trust wide policies, management procedures and training which facilitate positive staff health and wellbeing
Lead and support the monitoring and review of employee health and wellbeing on an ongoing basis and the use of this information to inform relevant planning
Provide advice and guidance on the wider health and wellbeing issues and on relevant individual employee relations cases

## 5. TEFAT framework of health and wellbeing

- 5.1. It is recognised that good health and an overall sense of wellness is reliant on multiple factors from both within and outside the workplace. The Trust has established a framework of health and wellbeing which incorporates the key factors considered to influence health and wellbeing.
- 5.2. The individual components of the framework are not intended to be independent of one another but instead are interlinked and when combined, form an overall position of health and wellbeing.
- 5.3. The framework of health and wellbeing consists of the following components:
  - Ethos & values
  - Community
  - Work & job role
  - Personal and emotional development
  - Health

## 6. Ethos and values

- 6.1. The Trust's ethos and values set out our key ideals, attitudes and principles as an organisation. These underpin all that we do and are demonstrated through our leadership, ethical standards and commitment to equality and diversity.
- 6.2. The Trust aims to create an environment in which all employees, pupils and stakeholders are recognised as being of equal value and are able to grow and develop through equality of opportunity.
- 6.3. The Senior Leadership Team and line managers should actively encourage open communication with their staff groups in order to foster environments in which ideas, views and concerns can be shared and discussed honestly and openly.

## 7. Community

- 7.1. Working together collaboratively towards a common goal is very important in the workplace. Communities and teamwork are built on good relationships, collaboration, employee engagement and employee voice.
- 7.2. The Trust recognises that an effective employee voice contributes to innovation, productivity and Trust wide success and is committed to actively engaging the voice of employees directly and through consultation with trade union representatives; locally, regionally and nationally.

## **8. Work and job role**

- 8.1. Employees' work and job roles are affected by their working environments, job demands, pay and benefits and the way in which they are line managed.
- 8.2. The Trust recognises the importance of adequate work systems and resources in enabling employees to deliver their roles successfully and is committed to investing in the development of the physical work environment and infrastructure.
- 8.3. Both teaching and support staff roles within the Trust can entail high levels of workload pressure and conflicting demands. Therefore, the Trust commits to reviewing working practices regularly for all employees and encourages line managers to look for new and efficient ways of working to ensure manageable workload, consider expectations and support a balanced lifestyle within their teams.
- 8.4. The Senior Leadership Team and line managers play a critical role in supporting and managing employees to perform their role appropriately and in developing positive relationships with their teams. It is essential that those senior staff are adequately trained and themselves supported in order to be equipped to deliver this aspect of their role effectively.
- 8.5. The Trust is committed to developing and operating a fair and equitable salary system which ensures remuneration decisions are appropriate, transparent, provide value for money and reward employees fairly for the work that they perform. The Pay Policy details the Trust's approach to pay and reward.
- 8.6. The Trust also recognises the importance of managing change which will affect employees in an open, transparent and timely way. The Trust works closely with trade unions through the established National Joint Council and the Senior Leadership Team and line managers are encouraged to consult with local workplace union representatives and employees in a meaningful way prior to changes being determined and effected.

## **9. Personal and emotional development**

- 9.1. The personal and emotional development of employees in the workplace means they are able to continue to learn and develop the way they work. It also helps employees to develop knowledge and skills to deal with people and situations effectively, both within the workplace and in their personal lives.
- 9.2. The Trust is committed to providing a framework of continuous professional development for all staff to ensure they have the necessary skills and training to perform their role and develop as individuals.

- 9.3. All staff should be encouraged to actively consider their own personal and professional development and identify their own aspirations. They should be provided with the support and opportunities to pursue these where possible.
- 9.4. The Senior Leadership Team and line managers are encouraged to use induction, probationary (where applicable) and performance management processes to best effect in providing employees with opportunities to consider, discuss and agree professional training and development opportunities.

## 10. Health

10.1. Health refers to our physical health and safety, mental health and social wellbeing. Good health can help us avoid illness, recover well from illness and other issues and generally lead fuller lives.

### 10.2. Health & Safety

10.2.1. The Trust recognises the obligations it has as an employer in accordance with the Health & Safety at Work Act 1974, to provide a safe and healthy environment for all its employees and all other people affected by its operations and activities.

10.2.2. In addition to the Trust wide **Health and Safety Policy**, each academy will have individual Health and Safety policies and procedures applicable to their own academy sites.

10.2.3. Academies will proactively engage with local workplace health and safety representatives on relevant health and safety matters.

### 10.3. Mental Health

10.3.1. The Trust recognises the responsibility it has to proactively consider the mental health of the workforce and to minimise wherever possible the detrimental impact of work-related stress on all staff.

10.3.2. The Trust recognises that stigma in relation to mental health in the workplace exists and is committed to taking proactive steps to address this. It is essential that we develop and foster an open culture in which mental health concerns can be raised, acknowledged and discussed by those affected and their managers.

10.3.3. Concerns raised by employees regarding their mental health should be taken very seriously and line managers should seek to address those concerns via the support mechanisms available within the Trust and where appropriate, the processes contained in the **Managing Sickness Absence Policy** - including Occupational Health, the Employee Assistance Programme and consideration of reasonable adjustments to support them in their role as appropriate.

10.3.4. The Trust will always endeavour to maintain positive communications with employees in relation to any (work and non-work related) stress, anxiety, depression and related absences and encourage employees to keep the communication channels open. Relationships will be instrumental in ensuring appropriate support can be offered and implemented where applicable.

10.3.5. The Trust will provide training for line managers and supervisory staff to promote good management practice with regards to managing mental health concerns and related absences.

#### 10.4. **Physical Health**

10.4.1. The Trust recognises that wellbeing is not only concerned with an employee's mental health but also their physical health and safer working practices. The Trust takes its obligations very seriously in maintaining a healthy workplace.

10.4.2. The Trust also seeks to embed, develop and maintain a culture that promotes the importance of employees adopting good physical health behaviours both within and outside the workplace.

10.4.3. Concerns raised by employees regarding their physical health should be taken very seriously and line managers should seek to address those concerns via the support mechanisms available within the Trust and where appropriate, the processes contained in the **Managing Sickness Absence Policy**, including Occupational Health, the Employee Assistance Programme and consideration of reasonable adjustments to support them in their role as appropriate.

## 11. **Personal commitments and external factors**

11.1. The Trust recognises that an approach which is supportive of employees managing work and their personal life is essential in maintaining good employment relationships and staff wellbeing and retention.

- 11.2. It is widely acknowledged across the Trust that there are many external factors in an employee's life that may impact on their health and wellbeing, including but not exclusive to; money matters and financial burdens, relationships and the environment. It is important that employees feel able to raise concerns in relation to such factors and that colleagues are supportive in response, signposting to the appropriate avenues of advice, guidance and support, such as the Employee Assistance Programme.
- 11.3. To support our family friendly ethos the Trust has 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
- 11.4. 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.
- 11.5. The Trust also recognises that many employees combine working lives with the responsibilities of raising a family, caring for a dependant/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. The Trust approach in relation to such circumstances is set out in the **Special Leave of Absence Policy**.

## 12. Wellbeing agenda

- 12.1. The Trust is committed to developing a Wellbeing Agenda which defines an ongoing programme of health and wellbeing work focussed on supporting the objectives of this policy.
- 12.2. The Wellbeing Agenda seeks to ensure the investment of time and resources in supporting employee health and wellbeing is planned, delivered and reviewed in a structured framework. It will be focussed on key Trust priorities and aligned to the overall organisation strategy.
- 12.3. The Wellbeing Agenda will be developed by the HR Team in conjunction with Principals and senior leaders and the Wellbeing Committees. It will be informed by health and wellbeing related research and information from multiple sources, including from within the Trust, the education sector and nationally.

- 12.4. The Wellbeing Agenda will identify work streams which reflect the Trust's commitment to invest in relevant schemes, initiatives and ways of working as a means of delivering the health and wellbeing priorities.

### **13. Regional wellbeing committees**

- 13.1. The Trust operates regional Wellbeing Committees with membership open to all staff from across the Trust. The terms of reference are attached as Appendix 1.

- 13.2. The purpose of the regional Wellbeing Committees is to:
- support the creation and ongoing review of the Wellbeing Agenda and key Trust-wide priorities for health, wellbeing and benefits;
  - raise the profile of staff health and wellbeing and encourage others to participate in the Trust wide Wellbeing Agenda;
  - participate in identification and delivery of health, wellbeing and benefits initiatives;
  - participate in the impact evaluation of health and wellbeing work to inform future planning;
  - act as a conduit between the Trust and schools in relation to health and wellbeing matters.

## Appendix 1: Wellbeing Committee Terms of Reference

### Wellbeing Committee Terms of Reference (April 2020)

#### General

1. Members of the Wellbeing Committee will be drawn from staff working across the organisation in a variety of job roles.
2. In addition, attendance at committee meetings is open to the Executive Team, Executive Principals, Principals and other members of the senior leadership teams on an ongoing basis.
3. The Wellbeing Committee meetings will take place at least once per term in each region.
4. Committee meeting dates will be published in advance at the beginning of each academic year.
5. The meetings will be held at each of the different academies in the relevant region in rotation where possible in order to support staff attendance.
6. At least one member of the central HR Team will be present at each meeting to support the running and progression of committee items and for minute taking purposes.
7. The committee will publish meeting minutes and other information/documents related to health, wellbeing and benefits on the HR Google Community sites for all staff to access and ensure that feedback is provided to the Trust on the progress of the committee.
8. The committee will provide a termly progress update to the Trust's National Joint Council of trade unions via the central HR Team.
9. The HR Director's report provided to Trustees for each Board meeting will include a progress report of the committee.
10. The terms of reference for the Wellbeing Committee will be reviewed annually.

## Purpose

11. The committee will work together to raise the profile of staff wellbeing and the committee meetings and to encourage others to participate in the Trust wide wellbeing agenda.
12. The committee will identify the key Trust-wide priorities for health, wellbeing and benefits and will support the development of the wellbeing agenda.
13. The committee will present items for discussion in order to determine necessary actions to support the improved health and wellbeing of Trust employees.
14. The committee will participate in identification of and delivery of health, wellbeing and benefits initiatives in order to support a positive workplace across the Trust.
15. The committee will participate in the evaluation of the impact of any health, wellbeing and benefits initiatives to inform future planning.