



Insert Academy Logo Here

Health & Well Being Policy

January 2014

| | |
|------------------------------|---------------------------------------------------------------|
| Consultation Period: | 7 th October 2013 – 16 th December 2013 |
| Date Approved by NET: | 18 th December 2013 |
| Next Review Date: | January 2015 |

Health & Well Being Policy

Contents

| | Page |
|-----------------------------------------------------------------|-------------|
| 1. Introduction | 3 |
| 2. Who This Policy Applies To | 3 |
| 3. Aims | 3 |
| 4. Legislation | 3 |
| 5. Responsibilities | 5 |
| 6. Support Mechanisms | 6 |
| Appendix 1 – Dealing with Stress | 8 |
| Appendix 2 – Useful Websites | 10 |
| Appendix 3 – Making the Stress Management Standards Work | 12 |
| Appendix 4 – Stress at Work Risk Assessment Form | 13 |
| Appendix 5 – Stress Risk Assessment | 16 |
| CONTACTS | 18 |

1. Introduction

- 1.1 As the employer of staff in our Academies, Northern Education Trust (NET) recognises the statutory responsibilities related to employment. Day to day management of staff is delegated to the Principal and line managers in each Academy. Throughout this document reference is made to the responsibilities held by the Governing Body/Principal for operational purposes. Ultimate responsibility rests with the Trust.
- 1.2 NET and the Governing Body of XXXXXXXXX Academy is committed to promoting positive mental, physical and emotional well being and will provide suitable support for all members of staff. Taking action to prevent ill health and promote good health makes good business sense as sickness absence carries high costs both in monetary terms and costs such as poor performance, impact on teaching and learning, poor morale, reduced productivity and disrupting student progress.
- 1.3 This policy should be read in conjunction with the Attendance and Absence Management Policy and the guidance from the DCSF "Common mental health problems: Supporting School staff by taking positive action".

2. Who This Policy Applies To

- 2.1 This policy will apply to all employees of the Trust working in the Academy.

3. Aims

- 3.1 This policy aims to:
 - 3.1.1 Provide a working environment which enables staff to carry out their duties effectively.
 - 3.1.2 Recognise the key role of the Principal/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 well-being.
 - 3.1.4 Comply with statutory requirements.
 - 3.1.5 Develop and maintain a positive health and safety culture through communication and consultation with staff and their representatives on health and safety matters.
 - 3.1.6 Develop an open culture in which mental, physical and emotional well being is taken seriously and in which staff are encouraged to seek any help and support they need.

4. Legislation

4.1 The Health and Safety at Work Act 1974

- 4.1.1 NET and the Governing Body recognises that stress at work is a health and safety issue and that it has a duty under Section 2 of the Health and Safety at Work Act 1974 to take all reasonably practicable measures to prevent stress at work. The Management of Health and Safety at Work Regulations 1999 also require the Academy to assess health and safety risks **including stress** and to introduce prevention and control measures based on the risk assessment.

- 4.1.2 The Health and Safety Executive states that ill health resulting from stress caused at work should be treated in the same way as ill health due to other physical causes present in the workplace. This means that the Academy has a legal duty to take reasonable care to ensure that health is not placed at risk through excessive and sustained levels of stress arising from the way work is organised, the way people deal with each other in their work, or from the day-to-day demands placed on staff.
- 4.1.3 Under Section 7 of the Health and Safety at Work Act, **employees** have a duty not to endanger themselves or others and to co-operate with the Academy in meeting statutory requirements.
- 4.1.4 The Principal/Line Manager (or in the case of the Principal, the Governing Body) will use the risk management approach to identify specific stress risk hazards in the Academy (See Appendix 3 Making the Stress Management Standards Work).

This will include:

- Undertaking staff surveys
- Deciding who might be at risk
- Evaluating the actual level of risk
- Recording what action needs to be taken to avoid or reduce the risk, and
- Monitoring and reviewing to ensure the measures are effective

4.2 The Equality Act 2010

- 4.2.1 Disability is a protected characteristic under the Equality Act 2010. The Act has made it easier for a person to show that they are disabled and protected from disability discrimination. A person is disabled if they have a physical or mental impairment which has a substantial and long term adverse effect on their ability to carry out normal day-to-day activities. The Equality Act makes it clear that the employer cannot discriminate against an employee on the grounds of a disabling health condition. By law, the Academy must make “reasonable” adjustments to accommodate the needs of an employee whose mental health condition lasts longer than 12 months. However, that does not mean that the Academy should wait 12 months before acting – action should be taken at an early stage wherever possible.
- 4.2.2 In appropriate circumstances and on advice from NET’s Occupational Health provider the following will be considered as reasonable adjustments:
- Phased return to work.
 - Provision of necessary and appropriate equipment.
 - Adjusting the timetable allowing flexible working hours for a defined period.
 - Adjusting rooming organisation.
 - Introducing additional class support for a defined period of time (e.g. teaching assistant).
 - Providing a confidential mentor.
 - Reassigning extra-curricular activities or additional responsibilities.
- 4.2.3 The above is not intended to be an exhaustive list but any adjustments will require discussion and flexibility from both parties. Even without the discretion afforded by the Act it would still be reasonable for adjustments to be made to reduce the impact on personal well being and on student and Academy performance.

4.3 Other legislation to consider

4.3.1 There are other pieces of legislation that will also be considered when promoting positive mental, physical and emotional well being:

- Working Time Regulations
- Employment Rights Act 1996
- Employment Relations Act 1999

5. Responsibilities

5.1 The Governing Body shall:

- 5.1.1 Ensure this policy is implemented and procedures are in place that recognise and deal with the issue of common mental health problems which will include; consideration of organisation of work; health risk assessment where appropriate; early recognition for staff with common mental health problems (which may require training) and interventions that include short-term rehabilitation and return to work plans and longer term reasonable adjustments.
- 5.1.2 Actively demonstrate recognition and acceptance of common mental health problems by creating an environment where staff feel comfortable in asking for help.
- 5.1.3 Where relevant; regularly survey staff to identify any areas of concern.
- 5.1.3 Act early and provide consistent support.
- 5.1.4 Enlist the support of NET's HR function and Occupational Health when appropriate and ensure staff have access to this support.
- 5.1.5 Ensure staff have their roles and responsibilities clearly defined.
- 5.1.6 Ensure the implementation of the Management Standards for work related stress from the Health and Safety Executive or an equivalent programme (See Appendix 3 Making the Stress Management Standards Work).
- 5.1.7 Ensure that all Academy policies are assessed for workload impact.

5.2 The Principal/Line Managers shall:

- 5.2.1 Recognise the value of good management practice with systems in place to effectively manage staff.
- 5.2.2 Foster a supportive work environment.
- 5.2.3 Pay attention to any indication of changes in performance or behaviour in staff.
- 5.2.4 Encourage sympathetic alertness to staff who develop signs of not coping.
- 5.2.5 Liaise with NET's HR function and refer staff to Occupational Health or counselling when there are concerns or absence due to work related stress and other mental health problems.
- 5.2.6 Endeavour to keep in touch with absent staff at regular intervals and intervene early with mental health related absences.

- 5.2.7 Be supportive in any return to work process and ensure staff feel welcome back after absence.
- 5.2.8 Carry out a risk assessment where necessary and especially when concerns have been raised.
- 5.2.9 Demonstrate commitment, via systems and practices in place in the Academy, to Trust employees maintaining a good work/life balance.

5.3 Staff shall:

- 5.3.1 Ask for support or help as soon as they think they are experiencing a problem.
- 5.3.2 Co-operate with management in meeting statutory requirements.
- 5.3.3 Not endanger themselves or others.
- 5.3.4 Attend Occupational Health appointments or other arranged meetings unless there is a genuine reason not to.
- 5.3.5 Seriously consider any other support mechanisms offered by the Academy; e.g. counselling.
- 5.3.6 Be encouraged to maintain a healthy lifestyle and a good work/life balance.

5.4 NET HR Function shall:

- 5.4.1 Provide the necessary professional advice and support to the Governing Body and all Academy staff when required.
- 5.4.2 Assist with the referral of staff to Occupational Health, Counselling or mediation when appropriate.
- 5.4.3 Assist in the formulation of return to work programmes and provide advice on the implementation of statutory requirements.

6. Support Mechanisms

6.1 General

- 6.1.1 The Governing Body hope that instances of workplace stress can be minimised by taking a proactive approach to managing stress involving risk assessment and training for staff. However, in cases where staff feel under stress due to perceived excessive pressure or demands placed upon them in the workplace, or due to other work-related issues, they should discuss this with their immediate line manager to explore ways of addressing the situation in the first instance (See Appendix 1 Dealing with Stress). Staff may also wish to speak to their trade union representative.
- 6.1.2 In cases where staff do not feel that their concern is being adequately addressed, they may take action under the Trust Grievance procedures. However, this should only be used as a last resort and not as a substitute for effective communication between the employee and their manager.

- 6.1.3 If the cause of the stress is perceived to be related to possible harassment or bullying, the procedures set out in the Trust's Dignity at Work Policy should be followed.

6.2 Counselling

- 6.2.1 Counselling can be provided where appropriate through the Trust's provider. This will be a confidential, independent service using professionally qualified counsellors.
- 6.2.2 Staff can access the Counselling Service by contacting the Principal/Line Manager or the Trust HR function.

6.3 Mediation

- 6.3.1 In addition to the Counselling Service there is also a mediation service 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.

6.4 Teacher Support Network

- 6.4.1 Teacher Support Network is a group of independent charities and a social enterprise that provide 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 provide 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 855 088 or for more information go to <http://teachersupport.info/>

6.5 Occupational Health

- 6.5.1 The Academy has free access to the Trust Occupational Health provider. This will enable an employee to discuss any concerns about their health and well being 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.

Dealing with Stress

Definition: What is Stress?

“The adverse reaction people have to excessive pressures or other types of demands placed on them”

Stress is not an illness but if it becomes excessive and or/prolonged, mental and physical illness may develop. Work is generally good for people if it is well designed, but it can also be a great source of pressure. Pressure can be positive and a motivating factor, it can help employees achieve goals and perform better. Stress is a natural reaction when this pressure becomes excessive.

Recognising Stress

Stress produces a range of signs and symptoms, the following is not an exhaustive list of the symptoms of stress but if employees feel that their attitude or behaviour is changing due to a situation at work or home, these may indicate stress and a need to seek further advice from their GP. Anyone can suffer from work-related stress, no matter what work they do.

Behaviour

When suffering from stress, employees may:

- Find it hard to sleep
- Change their eating habits
- Smoke or drink more
- Avoid friends and family
- Have sexual problems

Physical Symptoms

Might include:

- Tiredness
- Indigestion and nausea
- Headaches
- Aching muscles
- Palpitations

Mentally

Employees may:

- Be more indecisive
- Find it hard to concentrate
- Suffer loss of memory
- Have feelings of inadequacy
- Low self esteem

Emotionally

Employees are likely to feel:

- Irritable or angry
- Anxious
- Numb
- Hypersensitive
- Drained and listless

What can an employee do if they think they are stressed?

There are many organisations that may be able to help employees with the issues that are causing their stress (See Appendix 2 List of websites that may be useful).

If an employee thinks they are suffering from any mental health problem or any of the symptoms identified in the table above, it may be advisable to speak to their GP. It is also a good idea to talk to their line manager, Human Resources or Occupational Health provider.

It is important for an employee to take action and to review their lifestyle to see if they can identify any contributing factors, i.e.,

- Eating on the run, or in a disorganised manner
- Smoking, or drinking excessively
- Rushing, hurrying, being available to everyone
- Doing several jobs at once
- Missing breaks, taking work home
- Having no time for exercise and relaxation.

Stress at work is a reaction to events or experiences at work. Common mental health problems can arise through causes outside work, e.g. bereavement, divorce, post-natal depression. However, people can have common mental health problems with no obvious causes.

Useful Websites

Stress

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)

Disability Rights Commission www.equalityhumanrights.com

The new 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.

International Stress Management Organisation www.isma.org.uk

Useful help and guidance for managers and organisations on stress management

Local Government Employers www.local.gov.uk

Guidance for all councils on stress prevention and management

NHS Direct <http://www.nhsdirect.nhs.uk>

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.uk>

Worklife and business training on managing stress in the workplace

The Stress Management Society <http://www.stress.org.uk>

Non-profit making organisation dedicated to helping people tackle stress. It gives a helping hand to those who could benefit from some good advice.

Trade Union Congress (TUC) <http://www.tuc.org.uk>

Information and guidance on managing stress in the workplace

UK Stress Network: <http://www.workstress.net/>

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.

Bullying

Acas www.acas.org.uk

Information on bullying, including information on your rights

Dignity at Work Partnership www.dignityatwork.org

Information and guidance on bullying in the workplace

Mental Health

Mindful Employer www.mindfulemployer.net

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

Well Being at Work

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

Information on the stress management standards

Investors in People www.investorsinpeople.co.uk

Information and guidance and tools on health and well being in the workplace

Worklife Support www.worklifesupport.com

Information and guidance on improving well being at Academy's

Useful Reading

Acas http://www.acas.org.uk/media/pdf/q/b/B18_1.pdf

Advisory booklet for employers and employees

National Social Inclusion Programme <http://www.socialinclusion.org.uk/home/index.php>

Publications on mental health available

Trade Union Congress http://www.tuc.org.uk/h_and_s/index.cfm?mins=37 Provides links to surveys you can carry out and identify WRS in the business

World Health Organisation http://www.who.int/occupational_health/publications/en/oehstress.pdf

Publication on work organisation and stress

Making the Stress Management Standards Work

Step 1 Identify the Hazards:

The HSE categorise the major causes of work related stress into six key areas or 'risk factors' – the rationale being that if these are not managed effectively then staff are at risk of suffering work-related stress. In Step 1 it is therefore important that all employees are familiar with and understand these risk factors. Jobs are not expected to be risk assessed, because no job should itself be inherently stressful. It is the interaction of the person with their job, and their individual perceptions of this, that can result in stress. A job may be stressful for one person but not another, so the key is matching the individual to the job.

Step 2: Decide Who may be Harmed & How:

Identify which factors are a problem in the Academy. To do this the Academy could:

- Use existing data such as sickness absence records and staff attitude surveys
- Complete the formal stress audit questionnaire (an example is given below)
- Elicit views of staff. This may involve talking to staff at team meetings or running focus groups

The Academy may decide to use a combination of all three methods.

Step 3: Evaluate the Risk:

Use the information assimilated in step 2 to determine how the Academy is performing in relation to each of the six risk factors. Identify stress hot spots and priority areas. Communicate the results of step 2 to all staff, and involve staff at all levels in finding solutions through team meetings and/or focus groups.

Step 4: Record the Findings:

The Academy should work with staff to decide on improvement targets and actions. Actions will depend on the information gained in Steps 2 and 3. Develop an action plan in consultation with staff and their representatives.

Examples of action taken could include:

- A change in some management procedures
- Increased communication channels
- Management development training e.g. listening skills, effective feedback, appraisals, delegation
- Personal stress management training for all staff
- Providing counselling

Step 5: Monitor & Review:

Look for improvements, communicate successes throughout the Academy, listen to staff and tackle strategies that are not working, repeat the audit.

Insert Academy Logo Here

Stress at Work Risk Assessment Form**Date of Completion:****Prepared by:****Prepared for:**

| Demands: This includes issues such as workload, work patterns and the work environment. | | Yes | No | NA |
|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------|-----------|
| 1. | Is the workload such that the demands can be achieved in a reasonable working day? | | | |
| 2. | Are employees fully informed and able to cope with the initiatives they are asked to deliver? | | | |
| 3. | Are employees equipped with the relevant skills, abilities and experience to carry out their work effectively? | | | |
| 4. | Is there a recognised strategy in place to deal with the risk of violence/aggression from parents/students? | | | |
| 5. | Is there a strategy in place for reporting and taking action regarding challenging behaviour and are employees trained to cope with such situations? | | | |
| 6. | Are employees aware of the lone working policy and the supporting safe system of work for their specific area? | | | |
| 7. | Has a suitable risk assessment been carried out to ensure that the working environment does not create any stress factors such as noise, over-crowding, poor lighting etc? | | | |
| 8. | Are employees fully aware of how to manage work life balance? | | | |
| Control: How much say does a person have in the way they do their work? | | Yes | No | NA |
| 9. | Are employees informed about proposed changes to their jobs and given the opportunity to be involved in the decision-making process? | | | |
| 10. | Is the level of supervision appropriate to the level of post? | | | |

| | | | | |
|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------|-----------|
| 11. | Are employees given the opportunity to make suggestions around improving the way they work? | | | |
| 12. | Do employees feel able to develop their roles in ways that suit them, and the students, including being innovative? | | | |
| 13. | Are employees encouraged to develop new skills to help them undertake new and challenging pieces of work? | | | |
| 14. | Are employees given the necessary CPD opportunities to develop their skills? | | | |
| Support: Includes the encouragement, sponsorship and resources provided by the Academy, line management and colleagues. | | Yes | No | NA |
| 15. | Are employees familiar with the Health & Well Being Policy and the Academy's commitment to eliminate or minimise the effects of stress in the workplace? | | | |
| 16. | Are employees aware that there is a confidential Counselling service available free of charge? | | | |
| 17. | Are employees aware of the Occupational Health services? | | | |
| 18. | Are employees aware they have the opportunity to attend training to enable them to manage their own stress factors? | | | |
| 19. | Are employees aware of the Teacher Support Network? | | | |
| 20. | Are employees aware of the Grievance Procedures to be used if they feel an issue or concern is not being adequately addressed? | | | |
| 21. | Are employees aware of their own responsibilities to ensure their own health and safety and to comply with the guidance issued in the Health and Well Being Policy? | | | |
| 22. | Does the Academy recognise and try to help, if possible, if an employee has identified a problem? | | | |
| 23. | Do managers encourage employees to share concerns around work-related stress at an early stage? | | | |
| 24. | Are there systems which allow for concerns to be raised relating to the workload etc? | | | |
| 25. | Are employees aware of the family friendly policies available that will be considered to accommodate working patterns for parents/carers? | | | |
| 26. | Are employees given practical and emotional support when needed from management? | | | |
| Relationships: Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour. | | Yes | No | NA |
| 27. | Do employees feel able to talk to their managers during times of stress? | | | |
| 28. | Are employee – manager relationships such that, where appropriate, workload can be renegotiated? | | | |

| | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------|-----------|
| 29. | Do employees have the opportunity to discuss issues around work priorities and uncertainties around tasks expected of them? | | | |
| 30. | Do managers give positive feedback to employees? | | | |
| 31. | Are managers accessible and approachable when there are concerns? | | | |
| 32. | Do managers and employees share information regularly about their work? | | | |
| 33. | Are employees aware of the Mediation Services that can be provided? | | | |
| 34. | Are employees familiar with The Dignity at Work Policy and understand the Academy's commitment that bullying and harassment will not be tolerated? | | | |
| 35. | Are employees aware of the Confidential Reporting Policy to report any serious concerns? | | | |
| Role: Whether employees understand their role within the Academy and whether the Academy ensures they do not have conflicting roles. | | Yes | No | NA |
| 36. | Are employees clear about what is expected of them in terms of their job and do they have well defined and clear objectives? | | | |
| 37. | Do employees have an up to date job description? | | | |
| 38. | Are employees given the opportunity to attend training to enable them to carry out their jobs? | | | |
| 39. | Are employees aware of how they can positively contribute towards meeting the Academy's key objectives? | | | |
| 40. | If roles change, are employees clear on their new responsibilities? | | | |
| 41. | Do employees have the opportunity to raise concerns about any uncertainties with their role? | | | |
| Change: How changes in the Academy are managed and communicated. | | Yes | No | NA |
| 42. | During periods of change are employees kept well informed about how changes are likely to impact upon themselves as a team and also as individuals? | | | |
| 43. | During periods of change, is there regular consultation that involves employees, management and trade unions? | | | |
| 44. | During periods of change, is communication clear and effective using structured methods? | | | |
| 45. | Are employees provided with relevant training to help them deal with any changes? | | | |
| 46. | Do employees have access to relevant support during periods of change? | | | |

Stress Risk Assessment

XXXXXXXXX Academy

| | |
|-------------------------------|-----------------------------|
| Assessment Date: | Next Due Date: |
| Prepared for: | Prepared by: |

| Hazards (Items marked 'no' on Stress Risk Pro Forma) | Existing Controls | Risk Level High, Medium or Low | Action Required / Person Responsible | Date Due | Signed Off Date |
|------------------------------------------------------------|-------------------|-----------------------------------|--------------------------------------------|----------|-----------------|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

Stress Risk Assessment Continued . . .

| Hazards (Items marked 'no' on Stress Risk Pro Forma) | Existing Controls | Risk Level High, Medium or Low | Action Required / Person Responsible | Date Due | Signed Off Date |
|-------------------------------------------------------------------|--------------------------|------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------|------------------------|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

CONTACTS

For advice on the content of this policy please contact:

Judith Telford
HR Director
Northern Education Trust
jud.telford@northerneducationtrust.org
M: 07976 044539

Jessica Worthington
HR Advisor
Northern Education Trust
jess.worthington@northerneducationtrust.org
Tel: 0191 280 4274

Employees are also encouraged to contact their trade union representative for advice and support where appropriate.