



Staff Wellbeing Strategy

September 2018

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Associated documents:			
<ul style="list-style-type: none"> • People Management Strategy • DALP Induction & Appraisal Policy • DALP Health & Safety Policy 			
Links to:			
<ul style="list-style-type: none"> • Health and Safety at Work etc Act 1974 • Management of Health and Safety at Work Regulations 1999 			

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1 Introduction

- 1.1 Diverse Academies Learning Partnership has developed a staff wellbeing strategy to manage its obligations to maintain the mental health and wellbeing of all staff. It covers the trust's commitment to staff health, the responsibilities of managers and others for maintaining psychological health, health promotion initiatives, communicating and training on health issues, the range of support available for the maintenance of mental health, and trust commitment to handling individual issues.

2 Aims & Objectives

- 2.1 The aim of this strategy is to describe the trust's commitment to the mental health and wellbeing of staff in its broadest, holistic sense, setting out how the trust fulfils its legal obligations, the responsibilities of different functions and specialists and the range of services available to help staff maintain health and wellbeing.
- 2.2 The trust recognises that wellbeing and performance are linked. Improving staff' ability to handle pressure and to balance work and home life will ultimately lead to improved individual and trust performance.
- 2.3 The Trust's strategy aims to represent a commitment to an integrated approach to staff wellbeing that creates:
- A sense of belonging
 - An environment and culture based on shared values and trust
 - An environment where staff wellbeing is integrated into day-to-day practices
 - An environment that recognises skills and encourages personal development
 - Encouragement and support employees to develop and maintain a healthy lifestyle
 - Support for people with manageable health problems or disabilities to maintain access to or regain work
 - Improve staff satisfaction, recruitment and retention
- 2.4 This strategy's objectives are to bring together all those with a role to play in relation to the health and wellbeing of the Trust's staff. By bringing together these initiatives the strategy will:
- Oversee the implementation of the wellbeing strategy;
 - Raise awareness of current initiatives and their connection to health and wellbeing;
 - Help develop specific outcome measures designed to monitor the strategy's progress and success; and
 - Consider how initiatives, developed in response to the identified outcomes, might be developed and funded.

3 Trust commitment

- 3.1 The trust has legal obligations under health and safety legislation to manage risks to the health and safety of staff. In addition to reducing safety risks, this means operating in a way that minimises harm to staff' mental health, for example by ensuring that the demands of jobs are not unacceptable and having policies and procedures in place to support individuals experiencing mental ill health at work.
- 3.2 The trust will put in place measures to prevent and manage risks to staff wellbeing, together with appropriate training and individual support. It will also seek to foster a mentally healthy

culture by incorporating these principles into line manager training and running regular initiatives to raise awareness of mental health issues at work.

3.3 Work already exists in the following key areas:

- Improving working lives through employment policies such as flexible working, absence management and dignity at work.
- Creating a safe place to work through health and safety strategy and initiatives
- Decreasing the interval between treatment and return to work through occupational health referral and advice
- Career development through Continual Professional Development (CPD)
- Personal support through the Employee Assistance Programme Counselling Service
- Reducing workload through sharing best practice and agreeing smarter ways to work.

4 Responsibilities

4.1 Trust

The trust has a legal duty of care to staff to ensure health at work, as set out in the Health and Safety at Work etc Act 1974 and the Management of Health and Safety at Work Regulations 1999. The trust will ensure that its policies and practices reflect this duty and review the operation of these documents at regular intervals.

4.2 Line managers

Line managers will put in place measures to minimise the risks to staff wellbeing, particularly from negative pressure at work. Managers must familiarise themselves with the DALP Health & Safety policy, along with this strategy, and use these to mitigate psychological risks in their teams. For example, managers should ensure that staff understand their role within the team and receive the necessary information and support from managers and team members to do their job. Managers must also familiarise themselves with the trust's policies on dignity at work and tackling inappropriate behaviour in order to support staff, for example on bullying and harassment issues.

In particular, line managers must ensure that they take steps to reduce the risks to staff health and wellbeing by:

- ensuring that the right people are recruited to the right jobs and that a good match is obtained between individuals recruited and job descriptions/specifications;
- keeping staff in the team up to date with developments at work and how these might affect their job and workload;
- ensuring that staff know who to approach with problems concerning their role and how to pursue issues with senior management;
- making sure jobs are designed fairly and that work is allocated appropriately between teams; and
- ensuring that work stations are regularly assessed to ensure that they are appropriate and fit for purpose
- making sure that staff take appropriate rest breaks and time away from their work station.

4.3 Human Resources

The HR team will develop trust-wide policies and procedures to protect the wellbeing of staff, assist line managers in supporting individuals, and liaise as appropriate with occupational

health and other medical professionals, with the object of helping staff to maintain good psychological health.

The HR team will also take responsibility for ensuring that health and wellbeing activities available to staff are promoted across the trust and reviewed on an annual basis.

4.4 Occupational Health

Occupational health professionals from COPE will provide a comprehensive service designed to help staff stay in work, or to return to work, after experiencing health problems. This will include preparing medical assessments of individuals' fitness for work following referrals from line managers and the HR team, liaising with GPs and working with individuals to help them to retain employment.

COPE health professionals will play a critical part in developing rehabilitation plans for staff returning to work after absences related to ill health, and work with GPs and line managers on designing jobs and working environments to ensure that rehabilitation is successful.

COPE produce a monthly health awareness campaign leaflet which is distributed to all staff via the HR team. Staff members also have access to their on-line portal where they can access well-being information.

4.5 Employee Assistance Programme

Diverse Academies Learning Partnership uses an external Employee Assistance services via the ComputerShare portal. Staff are encouraged to use the free and confidential telephone service for counselling, legal and financial advice.

4.6 Staff

Staff must take responsibility for managing their own health and wellbeing, by adopting good health behaviours (for example in relation to diet, exercise, alcohol consumption and smoking) and informing the trust if they believe work or the work environment poses a risk to their health. Any health-related information disclosed by a staff member during discussions with managers, the HR team or the occupational health service is treated in confidence where appropriate.

5 Health promotion initiatives

- 5.1 The trust will develop and run a range of health promotion initiatives designed to raise awareness of health and lifestyle issues affecting mental health and wellbeing. Wellbeing Champions will have primary responsibility for leading these programmes, but line managers and staff will be expected to participate. These programmes will be evaluated to determine their effectiveness.

While the trust have a set of core pledges to offer staff across the trust 'local offers' are also encouraged. See Appendix 1.

6 Training and communications

- 6.1 Line managers and staff will regularly discuss individual training needs to ensure that staff have the necessary skills to adapt to ever-changing job demands.
- 6.2 Managers and staff are encouraged to participate in communication/feedback exercises, including staff surveys. All staff are expected to be aware of the importance of effective communication and to use the media most appropriate to the message, for example team meetings, one-to-one meetings, electronic communications and trust-wide methods. The

trust will ensure that structures exist to give staff regular feedback on their performance, and for them to raise concerns.

7 Health Support

7.1 Line managers and staff can contact the trust's Employee Assistance service via <https://computershare.salary-extras.co.uk/> where they can access over the phone advice for counselling, legal and financial advice. COPE provide a comprehensive occupational health service, from individual health screening to the design of return-to-work plans for those rehabilitating after a period of long-term sickness absence.

7.2 Workplace wellbeing services provided by the trust include:

- workstation assessments
- pre-employment health screening
- fitness-for-work assessments
- Stress questionnaire
- eye tests for users of visual display screen equipment
- vaccination service
- post-incident support
- designing and advising on health promotion initiatives

7.3 If staff believe that their work, or some aspect of it, is putting their wellbeing at risk they should, in the first instance, speak to their line manager or the HR team. The discussion should cover workload and other aspects of job demands, and raise issues such as identified training needs.

7.4 A referral to the occupational health team will be made if this is considered appropriate after an initial discussion with his/her manager or the HR team. Discussions between staff and the occupational health professionals are confidential, although the occupational health team is likely to provide a report on the staff's fitness to work, and any recommended adaptations to the working environment, to the HR team.

7.5 Other measures available to support staff in maintaining health and wellbeing include:

- an employee assistance programme;
- procedures for reporting and handling inappropriate behaviour (for example bullying and harassment);
- opportunities for flexible working;
- support for workers with disabilities; and
- the trust's grievance strategy.

7.6 How we will measure our success?

- The number of work absences due to ill health
- Staff turnover
- Dignity at Work cases
- Flexible working requests
- Introduction of new wellbeing initiatives
- Staff survey analysis as an indicator of organisational wellbeing
- Review of comparable data (year-on-year)
- Reviewing relevant data, including stress, support services referrals etc.

8 Relationship with other policies

- 8.1 This staff wellbeing strategy should be read in conjunction with other policies and procedures covering attendance and health, including policies on work-life balance, special leave, flexible working, the management of short and long-term absence, sick pay, bullying and harassment, violence at work, equal opportunities and staff training and development.

Appendix 1

The wellbeing strategy aims to represent a commitment to an integrated approach to staff wellbeing that creates:

- A sense of belonging
- An environment and culture based on shared values and trust
- An environment where staff wellbeing is integrated into day-to-day practices
- An environment that recognises skills and encourages personal development
- Encouragement and support employees to develop and maintain a healthy lifestyle
- Support people with manageable health problems or disabilities to maintain access to or regain work

This strategy's objectives are to emphasise the importance of wellbeing and emphasise that all staff have a responsibility for wellbeing. By bringing together these initiatives the strategy will:

- Oversee the implementation of the wellbeing strategy;
- Raise awareness of current initiatives and their connection to health and wellbeing;
- Help develop specific outcome measures designed to monitor the strategy's progress and success; and
- Consider how initiatives, developed in response to the identified outcomes, might be developed and funded.

We make the following pledges:

- Each Academy and the Central Operational Team will have a Wellbeing Champion who will form a Team Networking Group and will meet as part of the agreed TNG programme. They will communicate, promote and gather ideas to support improved wellbeing and health initiatives
- All policies and procedures across the Trust will consider the impact on staff workload and wellbeing
- A sense of community and staff cohesion will be encouraged across the trust
- All staff will have access to free and professional over the phone counselling, legal and financial advice
- We will continue to support our strong culture of prompting CPD and career development across the trust
- Consideration of workload and the impact of changes to staff will be a tight principle
- Flexibility will be offered to all staff, where possible, to take into consideration individual circumstances
- Staff satisfaction, recruitment and retention will be improved
- The effectiveness of activities will be monitored and reviewed annually across the trust.

Agreed activities across the trust:

- Wellbeing Champions will meet termly to share best practice and agree new initiatives both across the trust and in their associated places of work.
- Each Academy and Head Office will provide a 'local offer' to support the agreed pledges.
- An annual staff survey will be conducted across the trust as a 'temperature check' of staff wellbeing and to gain feedback and help shape the trust pledge and offers for future years.
- Regular promotion of the channels of support available to staff and especially as 'post incident' support will be immediately accessible, where required.
- All adverts will include the line 'part time applications will be considered.'
- DALP will sign up to the following charters;
 - Dying to Work
 - The Workplace Wellbeing Charter

Health & Wellbeing Principles / Initiatives:

- All staff will have access to free refreshments at break times
- Flu jabs will be offered to all staff in the autumn term every year
- An agreed e-mail policy will be communicated and encouraged to allow staff to have mental space available away from work in the evenings and at weekends
- Each Academy and Head Office will offer access to physical activity outside of working hours to all staff.