

Staff Health, Wellbeing and Morale Policy

Version 3

Please note that this policy has been redacted to remove information such as log-in details for the employee assistance programme. Staff can access the full version of this policy via the NCLT intranet or by contacting HR.

This policy applies to all NCLT institutions.

CONTENTS

Paragraph Number	Heading	Page Number
1.0	Introduction	3
2.0	Definitions	3
3.0	Legislation	3
4.0	Aims of the Policy	4
5.0	Physical Activity	4
6.0	Positive Mental Wellbeing	5
7.0	Healthy Lifestyle	6
8.0	Healthy Eating	7
9.0	Access to Health Services and Schemes	8
10.0	Supporting Staff Health and Wellbeing	11
11.0	Reducing Staff Workload	13
12.0	Staff Voice	15
13.0	Flexible Working	15
14.0	Reasonable Adjustments	15
15.0	Confidentiality	16
16.0	Communication, Review and Monitoring	16
Appendix 1	NCLT Staff Wellbeing Charter	17

1.0 Introduction

- 1.1 New Collaborative Learning Trust (NCLT) recognises the important contribution that our staff make to the achievement of the Trust's aims and has a duty to ensure the health, safety and welfare of all our staff. Wellbeing is an important factor in the job satisfaction of staff and is, therefore, a highly relevant management issue. As such, the Trust is committed to providing an environment which is managed in a way that minimises risk to health and promotes positive wellbeing and staff morale. The Trust is committed to supporting and investing in staff, being an employer of choice and fostering an atmosphere where there is a strong sense of pride, loyalty and belonging. Further details regarding how the Trust advocates health and wellbeing can be found in the Trust's Wellbeing Charter (https://issuu.com/ncpontefract/docs/nclt_wellbeing_charter_1)
- 1.2 We aim to establish a positive health and wellbeing culture that includes awareness and understanding, effective processes and positive behaviour by staff at all levels. The Trust recognises that mental and physical health and wellbeing are equally important and acknowledges the potential impact that work, as well as personal life, can have on both. Poor staff health, wellbeing and morale may contribute to ill health, sick leave, lost productivity and reduced ability to work. The Trust has a strong track record of low staff turnover, low rates of staff absence, high morale (demonstrated through staff surveys and staff voice activities) and the successful recruitment of talented staff.
- 1.3 By prioritising the health, wellbeing and morale of staff we help to create a working environment and culture of which staff are proud, and which strengthens productivity, effectiveness, collaboration and teamwork. Because of our deep commitment to this, the Trust has been able to sustain a strong track record of retaining the best teachers and thereby delivering high-quality education and strong outcomes for young people.
- 1.4 This policy applies to all staff employed by the Trust.

2.0 Definitions

- 2.1 Health is defined by the World Health Organisation as: ***"A state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity"***.
- 2.2 Wellbeing is defined by the CiPD as: ***"Creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organisation"***
- 2.3 Mental health is ***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.***
- 2.4 Morale is defined by Oxford Languages as ***'the confidence, enthusiasm, and discipline of a person or group at a particular time'.***

3.0 Legislation

- 3.1 The following legislation applies:

- The Health and Safety at Work Act, 1974
- The Management of Health and Safety at Work Regulations, 199
- Equality Act, 2010

- 3.2 The Trust has a statutory duty under the Health and Safety at Work Act (1974) to ensure, as far as is reasonably practicable, the health, safety and welfare of all its employees. The Act also places a general duty on the employee to co-operate with their employer to enable that duty to be complied with.
- 3.3 The Management of Health and Safety at Work Regulations (1999) states that employers must assess the risks to health to which their employees and others may be exposed whilst at work, and must put measures in place to minimise those risks.
- 3.4 The Equality Act (2010) provides a legal framework that protects the rights of individuals and advances equality of opportunity for all.

4.0 Aims of the Policy

- 4.1 This policy provides a framework within which the Trust will encourage and facilitate working practices and services that support positive employee health, wellbeing and morale; minimise wherever possible the detrimental impact of work-related stress on all staff and their work; and ensure that staff are appropriately supported in their workplace.
- 4.2 This policy applies to both mental and physical health with the clear aims of:
- Preventing, so far as is practicable, those circumstances detrimental to health and wellbeing;
 - Providing a culture where all health and wellbeing issues can be discussed openly in a supportive way;
 - Encouraging and promoting positive physical and mental health and wellbeing through our policies and support services, whilst recognising the impact of personal choice and lifestyle;
 - Encouraging and promoting a healthy lifestyle and healthy eating;
 - Improving understanding and awareness of health and wellbeing issues and the support available both inside and outside the Trust.
 - Reducing staff workload and promoting a good work-life balance.

5.0 Physical Activity

- 5.1 Physical activity is essential for good health and contributes to positive wellbeing. Many of the leading causes of disease and disability in our society – such as coronary heart disease, strokes, obesity, type 2 diabetes, hypertension (high blood pressure), colorectal cancer, stress, anxiety, osteoarthritis, osteoporosis and low back pain – are associated with physical inactivity.
- 5.2 For general health benefit, adults should achieve at least 150 minutes a week of moderate intensity physical activity. This should be taken in bouts of 10 minutes or more to count towards your weekly total and we should try to be active on every day of the week. Any activity during leisure, working or travel counts. Physical activity includes activities such as

walking, cycling, gardening, dancing and housework, as well as participation in sport and formal exercise.

- 5.3 The workplace is an important setting in which people can increase their levels of activity to benefit their health and protect against illness. Physical activity helps staff manage stress, back pain, weight and medical conditions. Physically active employees also report less illness and recover more quickly from the illnesses they do get.
- 5.4 Employees engaged in physical activity initiatives have reported greater enjoyment of their work, improved concentration and mental alertness and improved cooperation and rapport with colleagues.
- 5.5 In order to promote and encourage physical activity, the Trust will:
- Hold physical activity promotional events.
 - Provide information on local sports and leisure facilities, classes and clubs – making links with local providers with a view to seeking reduced membership fees, wherever possible.
 - Encourage employees to make active choices through the use of promotional and motivational resources, for example encouraging them to walk or cycle all or part of the way to work, or to use the stairs instead of the lift.
 - Offer an annual Staff Wellbeing Day as an opportunity for all staff to take part in a dedicated wellbeing activity with other Colleges.
 - Provide educational leaflets and resources on physical activity.
 - Provide safe storage for bicycles.
 - Provide showering and/or changing facilities for staff.
 - Establish regular activity groups, such as walking, sporting activities etc.
 - Encourage the use of on-site leisure/sports facilities.

6.0 Positive Mental Wellbeing

- 6.1 Mental ill health and stress are associated with many of the leading causes of disease and disability in our society. Promoting and protecting the mental wellbeing of the workforce is important for individuals' physical health, social wellbeing and productivity. Mental wellbeing in the workplace is relevant to all employees and everyone can contribute to improved mental wellbeing at work.
- 6.2 Addressing workplace mental wellbeing can help reduce risk factors for mental ill-health and improve general health. Important aspects of mental wellbeing includes providing information and raising awareness, management skills to deal with issues around mental health and stress effectively, providing a supportive work environment, offering assistance, advice and support to anyone experiencing poor mental wellbeing or returning to work after a period of absence due to poor mental wellbeing.
- 6.3 In order to promote and encourage positive mental wellbeing, the Trust will:
- Provide employees with information on and increase their awareness of mental wellbeing.

- Give non-judgemental and proactive support to staff who experience mental health problems and ensure they are treated fairly and consistently.
- Provide opportunities for employees to look after their mental wellbeing, for example through organised activities.
- Wherever possible, offer employees flexible working arrangements (to be requested through the Trust Flexible Working Policy).
- Ensure all employees have clearly defined job descriptions, objectives and responsibilities and provide them with good management support, appropriate training and adequate resources to do their job.
- Manage conflict effectively and ensure the workplace is free from bullying and harassment, discrimination and racism.
- Establish good two-way communication to ensure staff involvement or consultation, particularly during periods of organisational change.
- Encourage staff to access the Employee Assistant Programme (EAP) or discuss any issues with the HR Department.
- In cases of long-term sickness absence, put in place, where possible, phased return to work plans or other adjustments to help the staff member have a successful return to work (see also Sickness Absence Management Policy).
- Show a positive and enabling attitude to employees and job applicants with a mental health illness.
- Ensure all line managers have information and training about managing mental health in the workplace.
- To recognise that workplace stress is a health and safety issue and identify all workplace stressors and conduct risk assessments to eliminate stress or control the risks from stress.
- Provide training in good management practices.

6.4 For further information, please refer to page 4 of the Staff Wellbeing Charter (Appendix 1).

7.0 Healthy Lifestyle

7.1 Other aspects of a healthy lifestyle are around alcohol intake and smoking.

7.2 Alcohol

The latest advice from the NHS around alcohol consumption states that in order to prevent health risks associated with drinking alcohol, you are safest not to regularly drink more than 14 units a week (equivalent to a bottle and a half of wine or 5 pints of lager (5% abv)) over the course of a week. This applies to both men and women. If you do drink 14 units per week, it is best to spread this evenly over 3 days or more. If you have 1 or 2 heavy drinking sessions, you increase your risks of death from long-term illnesses and from accidents and injuries (such as misjudging risky situations and losing self-control).

7.3 You should limit the amount of alcohol you drink on any occasion, drink more slowly, drink with food and alternate alcoholic drinks with water. The risk of developing a range of illnesses (including, for example, cancers of the mouth, throat, breast) increases with any amount you drink on a regular basis. If you wish to cut down the amount you're drinking, a good way to achieve this is to have several alcohol-free days each week).

7.4 Some groups of people are more likely to be affected by alcohol and should be more careful of their level of drinking. These include: young adults, older people, those with low body

weight, those with other health problems, those taking medication. If you are pregnant, the safest approach is not to drink alcohol at all to keep the risks to your baby to a minimum.

7.5 Smoking

Smoking is the biggest cause of preventable deaths in England, accounting for more than 80,000 deaths each year. Those who smoke are more likely than non-smokers to develop heart disease, stroke and lung cancer. Smoking harms nearly every organ of the body and affects a person's overall health. 1 in 2 smokers will die from a smoking-related disease.

The harm smoking does to your body is reversible overtime.

- ✓ After just 8 hours of quitting smoking nicotine and carbon monoxide levels in your blood reduce by more than half and oxygen levels return to normal.
- ✓ After 2-12 weeks your circulation improves.
- ✓ After 3-9 months breathing problems improve as lung function increases by up to 10%.
- ✓ After 1-year risk of heart disease is about half compared with a person who is still smoking.
- ✓ After 10 years risk of lung cancer falls to half that of a smoker.
- ✓ After 15 years heart attack falls to the same as someone who has never smoked.

7.6 In order to promote and encourage a healthy lifestyle, the Trust will:

- Raise aware of recommended guidelines for alcohol intake and provide information to staff on responsible drinking.
- Raise awareness and educate workers on the importance of leading a healthy and active lifestyle in order to prevent chronic disease.
- Maintain a no smoking policy on our sites.
- Support and encourage employees to access smoking cessation services, raise awareness of the risks of smoking and help staff to quit.

8.0 Healthy Eating

8.1 Healthy eating is essential for good health and contributes to positive wellbeing. Many of the leading causes of disease and disability in our society – such as obesity, coronary heart disease, type 2 diabetes, certain types of cancer, mental ill health and osteoporosis – are associated with poor nutritional choices.

8.2 A healthy, balanced diet contains a variety of different types of food, including: lots of fruit, vegetables; plenty of starchy foods such as wholemeal bread and wholegrain cereals; some protein-rich foods such as meat, fish, eggs and lentils; and some dairy foods. We should also be drinking about 6 to 8 glasses (1.2 litres) of water, or other fluids, every day to stop us getting dehydrated.

8.3 The workplace is an important setting in which people can increase their intake of healthy foods to benefit their health and protect against illness. A healthy, balanced diet also helps people to recover more quickly from illness.

8.4 The food we eat, and what we drink, not only have a physical impact on our body, but can also contribute to our mental health, resulting in improved levels of concentration, mental alertness and ability to cope with everyday stresses and strains.

8.5 In order to promote and encourage healthy eating, the Trust will:

- Work with our catering provider on a co-ordinated approach to increasing the availability of healthier eating options to ensure that the working environment promotes the health and wellbeing of employees, students and visitors.
- Provide access to cool storage areas for lunchboxes and snacks.
- Encourage employees to eat meals away from their desks.
- Offer fruit instead of biscuits as part of catering during meetings.
- Provide access to cool drinking water for all employees.
- Encourage employees to make healthy eating choices through the use of promotional and motivational resources.
- Provide information on local weight management groups.
- Hold healthy eating promotional events.
- Provide educational leaflets and resources on healthy eating.

9.0 Access to Health Services and Schemes

9.1 Employee Assistance Programme (EAP)

9.1.1 Sometimes it can be difficult to balance the pressures of work with the needs of home life. The Trust recognises that help is sometimes needed to deal with the challenges you may face in life, both practical and emotional. The Trust believes in being proactive and investing in preventative support as well as reacting when a member of staff needs support too. The Trust works in partnership with Health Assured as our EAP provider who provide expert advice and support 24/7 covering a wide range of issues.

9.1.2 An EAP is an online and telephone employee benefit designed to help staff deal with personal and professional problems that could be affecting their home life or work life, health and general wellbeing.

9.1.3 Health Assured are able to offer the following services to NCLT staff.

- Cover for staff and their immediate family members*, 24 hours a day, 7 days a week, 365 days a year:

Life Support: Access to counselling for emotional problems and a pathway to structured telephone counselling or face-to-face counselling sessions (employees only) at your convenience.

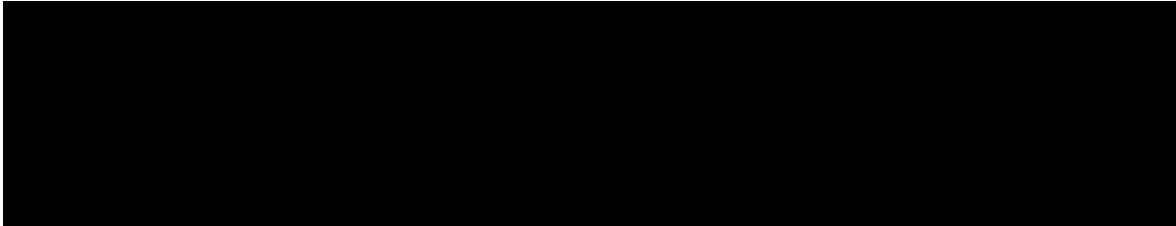
Legal Information: For any issues that cause anxiety or distress including debt management, accountancy, lawsuits, consumer disputes, property or neighbour legalities.

Bereavement Assistant: Health Assured offers qualified and experienced counsellors who can help with grief and related stress plus a team of legal advisor to help with legal issues.

Medication Information: Qualified nurses are on hand to offer advice on a range of medical or health related issues. They can't diagnose but can offer a sympathetic ear and practical information and advice.

CBT Online: We recognise the value of self-help tools in dealing with a range of issues, which is why there is a range of CBT self-help modules, informative factsheets and invaluable advice videos from leading qualified counsellors available.

**immediate family is defined as your legal partner and children aged 16-24 in full time education residing in the same household.*




9.1.4 In addition to the counselling support and advice, Health Assured also offer a virtual library of wellbeing information on the Healthy Advantage e-hub and Mobile App. These informative articles and self-help guides provide support on a range of health and advisory issues, as well as instant guidance to aid an employee's physical and mental health, including:

- Interactive health assessment providing personal tailor-made dietary tips and fitness plans.
- Fitness and lifestyle advice, such as detoxing methods.
- Four-week self-help programmes.
- Mini health checks.

9.1.5 The free Healthy Advantage App also offers access to holistic health and wellbeing support at the tap of a finger, including:

- Support videos and webinars
- Four-week programmes
- Home life support and advice
- Work life assistance
- Physical and emotional health
- Mini health checks
- Life support
- Emotional health
- Physical health
- Online CBT
- Wellbeing videos and webinars
- Medical information

Simple steps to download the app:

- 1) Search My Healthy Advantage on your app provider
- 2) Click to download the free app
- 3) Employer unique code - 

9.2 Cycle to Work Scheme

- 9.2.1 NCLT is committed to encouraging employees to travel to work in a sustainable way and by supporting employees in getting to work by means other than car or public transport. The Trust is pleased to be able to offer a Cycle to Work Scheme, working in conjunction with Caboodle, providing excellent tax-free benefits for those wishing to purchase a bike and equipment via the scheme.
- 9.2.2 Employees can hire a bike which is paid through salary over a twelve-month period. Employees can apply for the Cycle to Work Scheme via the Caboodle web page at www.salary-extras.co.uk. Username: [REDACTED] and Password [REDACTED].
- 9.2.3 Once the employee and NCLT have signed the application form and the invoice has been approved and paid, Caboodle will send the voucher for the items directly to the employee with the amount being recovered through the employee's salary equally over a twelve-month period. At the end of the 12-month period the employee has a number of options (to purchase from Caboodle or return) as detailed in the terms and conditions signed upon application.
- 9.2.4 The items are the sole responsibility of the employee throughout the hire periods and the main use of the bike should be to travel to work. The purchase can either be a bike only, or a bike and associated equipment. The maximum value of equipment that can be purchased is £1000. The full cost of the equipment must be covered within this £1000 (i.e., employees cannot add to this amount to purchase something more expensive).
- 9.2.5 All permanent employees are eligible for the scheme (as you have to be in employment for a minimum of 12 months to be able to make the repayments). Should the employee leave prior to the end of the 12-month period, the full outstanding amount will be deducted from the final salary. Should this not cover the full amount, the employee would need to repay any outstanding balance within 30 days of leaving the organisation.

9.3 Annual Health Check

- 9.3.1 The Trust will arrange pre-paid annual health checks for all employees who are interested in participating. This may be provided by different companies each year. However, these checks will usually consist of the usual health checks, such as heart rate, blood pressure, cholesterol, weight etc.

9.4 Annual Flu Vaccinations

- 9.4.1 The Trust will provide and fund onsite annual flu vaccinations for those Trust staff who do not already receive this via their GP and who wish to take up this offer. Details of available appointments will be circulated via HR, must be booked in advance and will be available on a first come, first served basis.

9.5 Lieu Days (College Staff Only)

- 9.5.1 The Trust offers lieu days for staff who choose to work above and beyond their contracted hours to support events such as College interview evenings, holiday workshops, etc.

9.5.2 Lieu days will also be awarded to staff who lead on approved wellbeing activities for colleagues. Such wellbeing activities will be arranged by the Wellbeing Coordinator and led by Trust staff, to avoid any expense to the Trust e.g. a teacher leading a Zumba class. Some activities may be organised externally, but these would involve a charge for participating staff.

9.5.3 It is important however that staff accruing lieu time does not have a negative impact on learning - please see lieu time policy for further details.

9.6 Golden Ticket Scheme (Wingfield Staff Only)

9.6.1 The Golden Ticket Scheme in place at Wingfield Academy allows all staff to take one lieu day each academic year. The Golden Ticket scheme is provided by the Academy to bring in line with the College Staff Wellbeing Day. These days may be withdrawn at short notice and staff asked to rearrange, depending on staff absence at the time.

9.7 Other Services

9.7.1 Day 1 intervention for stress – On the very first day a member of staff calls in sick with stress or submits a 'Fit Note' stating stress, the HR Department can arrange for an experience Occupational Health Advisor to contact the member of staff for a consultation and to provide guidance on where to obtain information and advice from relevant support mechanisms available through Health Assured.

9.7.2 The Trust will also liaise appropriately with other external agencies including its contracted Occupational Health provider where appropriate.

10.0 Supporting Staff Health and Wellbeing

10.1 The Trust recognises that each member of staff is unique and that the ways in which the Trust can best support staff health, wellbeing and morale will vary. Consequently, the Trust is committed to actively engaging with staff about the ways in which it can best support their health, wellbeing and morale, and to developing a diverse range of strategies, events and activities.

10.2 Wellbeing Week

As part of our commitment to promoting and encouraging healthy lifestyles amongst our staff, the Trust will organise a Wellbeing Week annually as part of our broader events calendar. The week will highlight many different types of wellbeing and incorporate various activities for staff to get involved in on a voluntary basis. This will include opportunities for staff to participate in a range of physical activities, wellbeing activities, information and advice sessions. The focus and the contents of the week may vary each year.

10.3 End of Year Staff Wellbeing Day (College Staff only)

The Trust has a long-standing Staff Wellbeing Day which takes place at the very end of the academic year when students have finished for the summer. This day, with a variety

of staff-organised events, provides wide-ranging opportunities for staff to participate in, supporting physical health, mental health, team-building and staff morale. All activities are reviewed and approved by the Principals and the Trust Director of Human Resources.

10.4 Where optional activities and events are developed to support staff health, wellbeing and morale during the course of the year, the expectation is that these should take place outside of directed time, so that there is no disruption to the work carried out by the college or academy. For example, events or activities might take place during lunchtimes, outside of the core working day, or on exceptional days such as the staff wellbeing day. Within reason, the Trust will try to widen access to events and activities as much as possible.

10.5 Any organised events or activities should match

one or more of the following **health categories**:

- **Physical Health Activity or Event** with colleagues
For example, staff 5-a-side football, or one-off physical activities, such as Zumba, a bike ride, a run or walk, or a badminton tournament
- **Mental Health Activity or Event** with colleagues
For example, participation in a yoga group, access to mindfulness session, reading group or craft activity.
- **Health Promotion Activity or Event** with colleagues
For example, participation in a healthy cooking class, access to stop-smoking services or weight management group

and/or one or more of the following **general wellbeing, morale, team building and collaboration activities**:

- A **Learning Activity or Event** with colleagues
Such as participation in a staff reading group
- A **Cultural, Arts or Crafts Activity or Event** with colleagues
For example, participation in a session with colleagues learning how to make a Christmas wreath
- A **Charitable Fundraising Activity or Event** with colleagues
For example, a MacMillan coffee morning or 10K run for Children in Need

For more information, please refer to page 5 of the Staff Wellbeing Charter (Appendix 1).

10.6 Exceptional Events

There may be exceptional situations in which a Principal / Headteacher / CEO wish to propose an exceptional celebratory event to reward staff for remarkable success and achievement. Examples might include:

- The achievement of an outstanding rating following an Ofsted inspection
- The achievement of a major national award such as TES College of the Year

10.7 Catering and Hospitality

- 10.7.1 Colleges and academies within the Trust will ensure that all staff have suitable breaks and lunchbreaks and that they are able to access catering facilities.
- 10.7.2 Colleges and academies will take steps to make microwaves, kettles and refrigerators available to staff so that they can bring their own lunch to work and make refreshments.
- 10.7.3 The college/academy should not routinely provide meals for staff.
- 10.7.4 The college/academy may provide an appropriate meal or breakfast and refreshments in situations where staff are required to work additional directed time on site beyond their normal working day, for the purpose of events such as:
- Evening opening events or Open Saturday
 - Parents' evenings that run into the evening
 - Enrolment days that start much earlier than the normal core day
- 10.7.5 At the discretion of the Principal/Headteacher, colleges and academies may also provide lunch or refreshments for staff during important meetings or around other key events during the year.

11.0 **Reducing Staff Workload**

11.1 Colleges

The below list outlines all the steps that have already been taken to reduce staff workload:

- Centralised Shared Services – Finance, HR, Health & Safety, Estates and other support functions are centralised to allow Principals/Headteachers and other Senior Leaders to solely concentrate on the student experience and outcomes. Trust central services removes administrative tasks from senior leader responsibilities.
- Assessment – the number of formal assessments and the marking associated with them have been reduced from monthly to half-termly.
- Planning – Staff work collaboratively across the Trust to develop programmes of study, teaching resources and assessments, reducing workload commitments for any one person. A consistent CPD period is allocated to College timetables in order to facilitate joint College/subject planning meetings. In these meetings, staff share resources, good practice, provide subject specific CPD and plan programmes of study and assessment. A vital aspect of the CPD provided is on marking, moderation and assessment.
- Marking – A level staff are only asked to mark one assessment per half term per group. Annual CPD is given to staff on how to reduce marking, but at the same time make it more effective. For example, staff are encouraged to use icon marking, rather than lengthy written feedback. After Y12 progression exams when the marking workload is high, staff are given marking days to complete this.
- Directed independent learning (DIL) – Staff are encouraged to use peer-marking and other innovative methods to ensure students are completing their DIL without actually marking it.

- Feedback – Regular CPD is given to show that feedback does not have to be written or individualised to each student. Whole class feedback, verbal feedback and targeted feedback are all acceptable methods. Dedicated improvement and reflection time (DIRT) is planned into lessons after each assessment. Students are encouraged to work harder than the teacher by analysing their scripts and deciding what they need to do in order to improve.
- Cover – We do not ask staff to cover lessons for absent colleagues after the first day. Supply staff are brought in to cover lessons. This ensures, in the majority of cases, that staff preparation time is preserved.
- Meetings – Scheduled times in the college day are set aside for meetings, so that staff do not have to use their lunchtimes or outside of the core day to attend meetings, unless agreed otherwise.
- Report writing – Staff are not asked to write reports for students. Staff use our student portal Cedar) and the one parents' evening per year group to inform parents of their child's progress.
- Lesson observations – There are no planned formal lesson observations, apart from 2 per year for new staff. These do not require any lesson plans or documentation to be produced.
- Exam Invigilation – Staff are not asked to invigilate exams that take place in the Sports Hall (apart from the annual Y12 Progression Exams on occasion). External invigilators are employed to do this.
- Teacher access periods – Staff do not have to give up their lunchtimes to support students. We include dedicated time for the additional support of students through our TAP system on the timetable.
- Newly qualified teachers – NQTs are given 2 periods of remission and RQTs are given 1 period of remission to support them in their planning, preparation and marking. This is in addition to the 4.5 hours of remission each teacher already gets.
- Enrichment - All enrichment is voluntary and days in lieu are given for any enrichment activities offered by staff. This equates to 3 full days in lieu if a member of staff offers a weekly enrichment activity all year.
- Communication policy – The Wellbeing Charter (Appendix 1) outlines guidance for staff around when emails should and shouldn't be sent. The Trust's commitment to this features in staffs' email signatures.

11.2 Wingfield Academy

The below list outlines all the steps that have already been taken to reduce staff workload:

- Centralised Shared Services – Finance, HR, Health & Safety, Estates and other support functions are centralised to allow Principals/Headteachers and other Senior Leaders to solely concentrate on the student experience and outcomes. Trust central services removes administrative tasks from senior leader responsibilities.
- Thorough consideration of workload - Before making any decisions, consideration is given to the impact on staff workload.
- Cover – Staff are not asked to cover lessons during their 10% PPA time. Additional non-contact time (P22) is also protected. Staff are only asked to use this time to cover when absolutely necessary and only on the first-day of absence.
- Admin support – Admin support is provided to help teachers update QLA documents.

- Meetings – Meetings are not called with less than 24 hours' notice unless in an absolute emergency. The number of staff briefings are kept to a minimum.
- Deadlines – Staff are provided with appropriate timeframes to undertake actions.
- Expectations – Equitable expectation for ILT, marking and assessments across subjects.
- Planning – Staff work collaboratively to share resources and reduce individual workload.
- Feedback – Providing students with feedback is prioritised above marking. Teachers are not expected to complete written reports for students.
- Training – ECT sessions include training on managing workload and efficiency strategies.
- Lesson observations – Formal lesson observations are not used as part of the quality assurance and appraisal process.
- Data – The Academy ensures that the number of data collections is kept to a minimum.
- Assemblies – Form Tutors are not required to attend assemblies, freeing up an additional 15 minutes per week.

12.0 Staff Voice

- 12.1 The Trust holds termly staff voice group meetings in each College/Academy, in order to give staff a voice in decision making. In the meetings, staff are encouraged to raise concerns about wellbeing and workload, ask questions and make suggestions. For more information, please refer to the Staff Wellbeing Charter (Appendix 1).

13.0 Flexible Working

- 13.1 The Trust fully considers formal requests for flexible working, in particular to support requirements associated with supporting families and child care. Please refer to the Staff Wellbeing Charter for further information (Appendix 1)

14.0 Reasonable Adjustments

- 11.1 The Trust will provide an environment in which staff who have health problems that may affect their work receive suitable support, and that reasonable steps are taken to make adjustments to their work circumstances to enable them to achieve their full potential, as appropriate.
- 11.2 The Trust will take reasonable steps to enable a person with a disability to carry out the role for which they are employed. Staff should speak to their line manager or the Director of HR for further information and support.

15.0 Confidentiality

- 15.1 Information provided by staff is subject to the Trust's policy on Data Protection and matters relating to an individual's health and wellbeing will only be shared on a 'need to know' basis.

- 15.2 However, confidentiality may be necessarily breached where the individual is deemed to be a risk either to him/herself or to other people. The safety of the individual and/or the safety of other members of our community must take precedence over confidentiality.
- 15.3 Employees are not in general obliged to divulge detailed information about the state of their health to their employer, unless they contract an infectious disease that may pose a risk to others. It is however in their interest to inform the Trust of any disability or ill health which may adversely impact upon their ability to carry out the role for which they have been employed, and they are strongly encouraged to do so in order for reasonable steps to be taken to enable the Trust to support them and for them to continue with their work.

16.0 Communication, Review and Monitoring

- 16.1 All employees will be made aware of this policy, along with the Wellbeing Charter (Appendix 1) and the facilities available. As well as the policy and charter being available electronically on Moodle and/or the HR system. This policy will also form part of the new staff induction programme.
- 16.2 Training on the policy will be provided to staff and updated annually with any relevant updates in-between. Staff are encouraged to inform HR should anything regarding their own situation change.
- 16.3 Employees participating in any of the health at work activities will be asked for feedback, either informally or through the staff survey to assess the impact of this policy. Analysis of usage from the EAP will also be undertaken by the Director of HR.
- 16.4 The policy itself will be formally reviewed every 3 years, unless the need arises prior to this time.

Appendix 1 – NCLT Staff Wellbeing Charter

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Learning Trust

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NCLT STAFF WELLBEING CHARTER



In partnership with the DfE


Department
for Education

WHAT IS WELLBEING

Wellbeing is defined by the Chartered Institute of Personnel and Development (CIPD) as:

"Creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential, for the benefit of themselves and their organisation."

CIPD are the professional body for HR and people development. For more than 100 years, CIPD have been championing better work and working lives by setting professional standards for HR and people development, as well as driving positive change in the world of work.



THE RATIONALE

We are committed to ensuring all Trust staff are able to have a good work-life balance and recognise the importance of being able to enjoy the highest possible standard of wellbeing and mental health. As a result of this commitment, we have produced a charter to show our unwavering support for the published 'DfE Education Staff Wellbeing Charter' and its overarching strategy to improve staff wellbeing.



OUR COMMITMENT

We are committed to becoming the employer of choice, where recruiting high-quality staff now and in the future will always remain one of our priorities. The Trust is also dedicated to developing and retaining talented staff to ensure we remain a leading organisation in an ever-changing environment. It is important to us that staff want to work for the Trust and choose to stay longer-term, due to the care and support they receive, and the career opportunities we offer. We are a values-driven organisation with a compelling narrative and clear vision. We will continue to invest heavily into personal and professional growth by staff development and staff wellbeing. We are committed to creating an inspiring environment where every staff member can thrive.

THE DFE'S WELLBEING CHARTER AND OUR PLEDGE TO IT:

As a Trust we commit to develop a long-term strategy for improving staff wellbeing, aligned to the DfE charter, that will:



- 1. Prioritise staff mental health**
- 2. Prioritise staff wellbeing**
- 3. Establish an 'out of hours' communication policy**
- 4. Give staff a voice in decision making**
- 5. Drive down unnecessary workload**
- 6. Champion flexible working and diversity**
- 7. Support staff to progress in their careers**
- 8. Create an outstanding behaviour culture**

1) PRIORITISE STAFF MENTAL HEALTH

THE TRUST WILL:

- Tackle mental health stigma and promote an open and understanding culture.
- Manage staff absence in a supportive manner, giving the same consideration to mental health as physical health.
- Fulfil our legal duty to minimise the risks associated with work-related stress.
- Ensure staff have access to mental health support via the Health Assured EAP

For further details,
please contact HR.

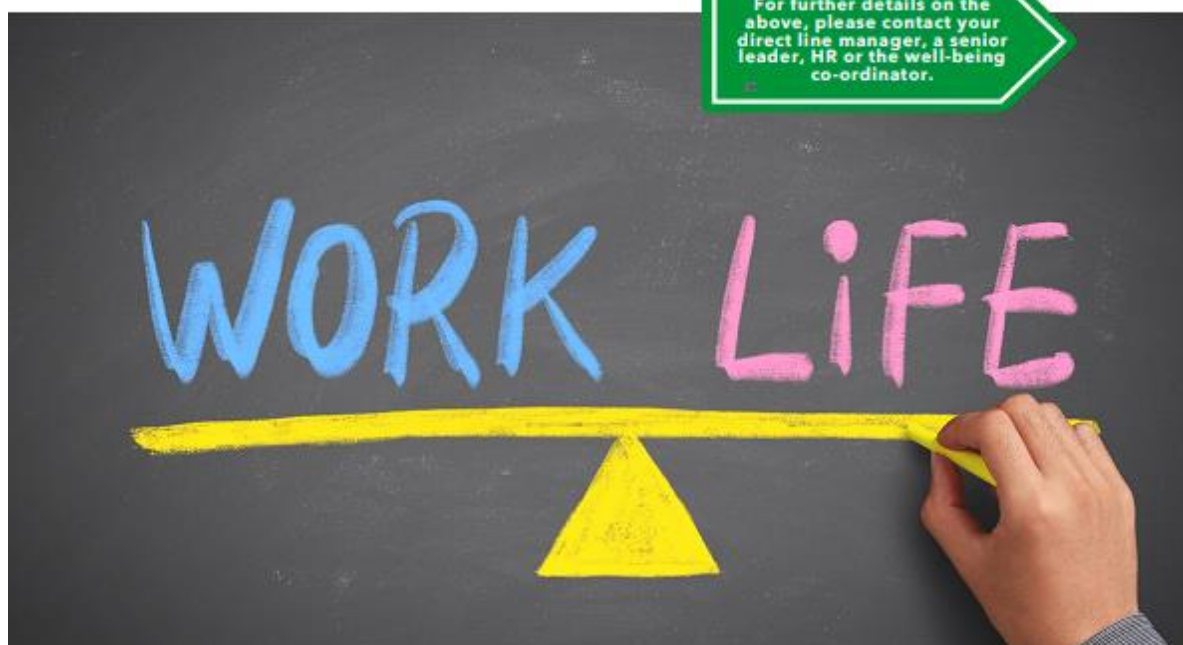


2) PRIORITISE STAFF WELLBEING

THE TRUST WILL:

- Give staff the support they need to take responsibility for their own and other peoples' wellbeing.
- Encourage staff to maintain a healthy work-life balance and promote the benefits of doing so.
- Arrange optional wellbeing activities within the working week for staff to get involved with.
- Send out staff wellbeing pulse surveys, in addition to the annual whole staff survey, to gain feedback at timely occasions throughout the year.
- Appoint a staff wellbeing coordinator to promote and organise wellbeing activities.

For further details on the above, please contact your direct line manager, a senior leader, HR or the well-being co-ordinator.




3) ESTABLISH AN 'OUT OF HOURS' COMMUNICATION POLICY

THE TRUST WILL:

- Provide clear guidance to all stakeholders on remote and out of hours working, including when it is and isn't reasonable to expect staff to respond to queries or emails.
- Promote the importance of a work-life balance, but will not prevent staff accessing emails at unsociable hours if it suits them personally.
- Arrange meetings within normal working hours, unless a suitable time cannot be allocated. The Trust recognises that meetings may need to take place outside of normal working hours by mutual agreement.

The Trust will provide email guidance for staff to follow:



For further details, please contact your direct line manager or the Principal/Headteacher

- Always talk instead of type, where possible.
- Leaders and staff should aim to keep use of emails to a minimum.
- There is no expectation that staff will respond to emails outside of their working day.
- There is no expectation that staff send emails outside of their working day.
- Only in exceptional circumstances should we be sending 'all staff' emails during weekends or during holidays.
- Only copy in people that really need to be copied in.
- Consider whether 'reply' might be better than 'reply all'.
- If it works for staff to continue to send/receive emails outside of the working day then we won't prevent staff from doing so.

4) GIVE STAFF A VOICE IN DECISION MAKING

THE TRUST WILL:

- Hold termly staff voice group meetings where staff can request agenda items.
- Respond accordingly to any staff suggestions, providing a clear explanation of any decisions.
- Carry out comprehensive annual staff surveys to gauge staff views.
- Work towards a Trade Union Recognition Agreement, to engage with stakeholders outside of the Trust.
- Operate an open-door policy for staff to meet with Senior/Trust leaders and discuss any concerns, or share ideas that they may have.
- Always consult staff with any significant, fundamental changes to policies, procedures and structures.



For further details on the above, please contact a member of the Staff Voice group or HR.

5) DRIVE DOWN UNNECESSARY WORKLOAD

THE TRUST WILL:

- Review practises and procedures to proactively drive down unnecessary workload.
- Provide a clear rationale when introducing any new initiatives that may impact negatively on workload.
- Provide CPD to highlight efficient and effective ways of marking in order to reduce workload.
- Regularly review and update the Trust's Employee Health and Wellbeing policy, that includes a section on reducing staff workload.

For further details, please contact your direct line manager, the Senior Leadership Team or HR.



6) CHAMPION FLEXIBLE WORKING AND DIVERSITY

THE TRUST WILL:

Champion Flexibility

- Continue to review and implement our policy on Special Leave (with and without pay) to consider how the Trust can support our staff in those situations when flexibility is necessary.
- Fully consider all formal requests for flexible working having regard for balancing the preferences of the staff member and the needs of the organisation, endeavouring to seek workable solutions wherever possible. Including annual promotion of the Flexible Working Policy.
- Continue to offer opportunities for staff to voluntarily accrue additional hours for supporting events which can then be taken back as time off in lieu, creating flexibility to book time off for staff which is rare in our setting.
- Where appropriate, advertise flexible working in relevant job adverts (such as opportunities to work at different sites in the Trust where possible, flexibility in start/end times, job share opportunities etc).

For further details,
please contact HR.



Champion Diversity

- As Leaders in Diversity, continue our journey of continuous improvement of equality and diversity related issues, by progressing with the actions outlined in our Leaders in Diversity Action Plan and related kite marks.
- Create a culture where diversity is openly talked about and provide staff with relevant training and awareness-raising opportunities/events with a view to increasing understanding, eliminating discrimination, advancing equality of opportunity and promoting inclusion.
- Monitor the diversity of our student and staff community and take action to address any under-representation in relation to ensuring our internal Trust communities are representative of the external communities we serve.
- Continue to take a zero-tolerance policy to all acts of discrimination, ensuring our Trust policies are implemented as an approach to any concerns raised and the benefits of diversity are regularly communicated.



7) SUPPORT STAFF TO PROGRESS IN THEIR CAREERS

THE TRUST WILL:

- Provide opportunities for a variety of professional development through regular organised internal CPD sessions, informal internal coaching, collaboration opportunities, external training courses, Apprenticeships and access to other professional qualifications.
- Include targets for professional development in Annual Performance Reviews (APRs), as well as actions towards supporting department/school/college targets.
- Create opportunities for internal promotion and/or additional responsibility positions for staff to choose to apply for in order to further their own development.
- Create a culture where staff are encouraged to bring new ideas and suggestions and take calculated risks with a view to improving their own performance.



8) CREATE AN OUTSTANDING BEHAVIOUR CULTURE

THE TRUST WILL:

- Work with staff and students to maintain the highest standards of behaviour via the implementation of a College/Academy-wide behaviour policy.
- Ensure staff and students have a shared understanding of how outstanding behaviour is encouraged and rewarded, including the sanctions that will be imposed if behaviour falls below these expectations.
- Support leaders and teachers to create a learning environment that is calm, safe and inspiring.

For further details, please
contact the senior leader
responsible for behaviour



Policy Status					
Policy Lead (Title)		Director of HR		Review Period	Every 3 years
Reviewed By		Trust Executive Team		Equality Impact Assessment Completed (Y/N)	Y
POLICY AMENDMENTS					
Version	Approval Date	Page No./Paragraph No.	Amendment	Audience	Plan for Communicating Amendments
Version 1	July 2018				
Version 2	14/06/2021	Pg 4, para 4.2	Point re: reducing staff workload added	NCLT College Staff	HR newsletter and uploaded onto moodle.
		Pg 4, para 4.3	New paragraph		
		Pg 8, 9. and para 9.1	Reformatting of headings		
		Pg 10 – 11, paras 9.2 to 9.9	New sections added		
		Pg 12, section 10	New section		
Version 3	22/03/2022	Throughout	Expanded to make applicable to WFA guidance.	All NCLT Staff	HR newsletter, uploaded onto moodle and WFA shared drive.
		Appendix 1	Addition of NCLT Wellbeing Charter		