Employee Well-Being Policy and Procedure

Policy Statement

The Chief Executive Officer / Responsible Individual, and the Executive Team, of The Lioncare Group acknowledge the potential impact that work has on an individual's physical and mental health. There is a persuasive business case as well as a moral and legal duty for taking steps to promote employee well-being as far as reasonably practicable.

The Lioncare Group acknowledges and appreciates the difficult nature of the task it is charged to undertake, in caring for children who can present with challenging behaviours, the risk of violence, and the impact this task can have on its workforce. With this in mind, the Organisation encourages its employees to utilise the extensive range of support systems and structures offered to them by the organisation.

The Lioncare Group recognises that work-related stress has a negative impact on employees' well-being. Work-related stress can take many forms, and so needs to be carefully analysed and addressed at an organisational level.

Organisational Commitment:

As part of its commitment to taking steps to promote employee well-being as far as reasonably practicable, the Organisation endeavours to undertake the following:

- Take steps to eliminate or to reduce work-related stress to as low a level as reasonably practicable (for example, by changing working practices and procedures or workplace conditions, providing information and training and improving communication in the workplace).
- Promoting managers' and employees' awareness of the causes and effects of stress.
- Developing a culture that is open and supportive of people experiencing stress or other forms of mental ill-health.
- Developing the competence of managers through their knowledge and skills, so that they manage employees effectively and fairly.
- Engaging with employees to create constructive and effective working partnerships both within teams and across the organisation.
- Establishing working arrangements that assist employees in finding an appropriate work life balance.
- Encouraging employees to take responsibility for their own health and well-being through effective health promotion programmes and initiatives.
- Encouraging employees to take responsibility for their own work and effectiveness as a means of reducing their own stress and that of their colleagues.

The Lioncare Group is committed to providing a support system to help minimise and alleviate stress in the workplace. It is the Organisation's intention to deal constructively and sympathetically with Stress or other forms of Mental Ill-Health.

Stress will not be treated as a sign of weakness. If an employee feels that their work performance or health is suffering because of excessive pressure or stress-related matters, whether those matters are occurring outside the workplace or within the work environment, they should first raise this with their line manager.

Managers' Commitment:

As part of their responsibility for taking steps to promote employee well-being as far as reasonably practicable, Managers and Line Managers endeavour to undertake the following:

- Ensue support systems already in place (e.g. debriefs, Supervisions, and Performance Reviews) are used effectively by all employees, before deciding on what further steps are necessary.
- Arrange a meeting with the employee to discuss the matter, with a view to taking the appropriate steps to remove the cause of the stress or to assist the employee in dealing with the cause of the stress. This may include carrying out a Stress and Mental Well-Being Risk Assessment, to provide guidance and to take the appropriate steps.
- Promote and evaluate Well-Being Questionnaires amongst all employees, or those who have expressed a concern, in order to make an initial assessment of and evaluate their fitness to perform their duties in such a way as to safeguard the children and protect them from harm.

- Treat individuals with consideration and dignity, and promote a culture of mutual respect in the teams they manage. They will not permit unacceptable behaviour and will take decisive action when issues are brought to their attention.
- Ensure there is good communication within their team, and opportunities for individuals to raise concerns about their work.
- Seek advice from the organisation's HR & Office Manager (Employment Relations) at an early stage where concerns are raised.
- Attend Mental Health Awareness Training delivered through ACAS.
- Promote the benefits of having a Mental-Health First-Aider in each Team, acting as a first-point-of-call for colleagues and working in collaboration with the organisation's HR & Office Manager.
- Take action where performance by employees may cause stress to and/or affect the mental Well-Being of a colleague(s).

Employees' Commitment:

As part of their responsibility for taking steps to promote employee well-being as far as reasonably practicable, employees endeavour to undertake the following:

- Take responsibility for the use of exiting support systems already in place (such as Debriefs, Supervisions, and Performance Reviews) in order to assist them in maintaining and managing their own Work-Related Well-Being.
- Treat colleagues and all other persons with whom they interact with during the course of their work, with consideration and respect and dignity.
- Co-operate with The Lioncare Group's efforts to implement the Well-Being policy, attending briefings and develop their own awareness of the causes of stress and effects on health and Well-Being.
- Raise concerns with their Line Manager if they feel there are work issues that are causing them stress and having a negative impact on their Well-Being.
- Take responsibility for their own health and Well-Being by adopting healthy lifestyles.
- Take responsibility for their own development skills as one of the means to enable them to work effectively in their team and so reduce of the risk of stress.
- Take responsibility for working effectively in their assigned roles, thus helping to avoid causing stress to their colleagues.

HR & Office Manager's Commitment:

As part of their responsibility for taking steps to promote employee well-being as far as reasonably practicable, the HR & Office Manager endeavour to undertake the following:

- Ensure there are arrangements in place to support employees experiencing stress, and including referring them where appropriate to the Fit for Work Occupational Assessment's.
- Ensure there are arrangements in place to support Managers experiencing problems with employees' performance.
- Collate Management information which will enable the Organisation to measure its performance in relation to stress management and employee Well-Being, such as:
  - Annual Sickness Absence data
  - Annual Staff Turnover
  - Exit Interviews
  - Annual number of organisational and/or self-referrals to Counselling Services and/or Occupational Health Advisors
  - Annual numbers of Grievance and Harassment cases.

Arrangements for Well-Being and Stress Prevention through Good Management Practices:

These include the following:

- Safer Selection and Safer Recruitment procedures

- Clear Job Descriptions and Person Specifications to ensure that the 'right' person is recruited for the job
- Agreement on appropriate knowledge, skills and behaviours for Managers, to be cascaded through to all levels
- Training and development procedures to ensure that individuals have the necessary skills and competencies to undertake the tasks and duties and responsibilities required of them in their roles
- Promotion and reward procedures
- Effective Performance Management procedures
- Effective Capability, Absence Management, and Return-to-Work procedures, to ensure that employees are appropriately supported back into work following periods of difficulty or illness
- Suitable Adaptations and 'Reasonable Adjustments' in response to difficulties and/or Disability
- Recognised procedures for addressing allegations of Harassment and Bullying in the workplace
- Procedures for communicating with employees on the work of the Organisation issues affecting their work

These arrangements will be updated and augmented as required and when deemed necessary by the findings of stress risk assessments and other Well-Being assessment measures.

Communicating the Employee Well-Being Policy:

The Well-Being policy is uploaded to the Polices & Procedures folder of the Organisation's GDrive records-management system and contained within the Employee Handbook.

- The Well-Being policy should be covered during initial orientation and induction training sessions for new employees
- The Well-Being policy should be referred to from time-to-time during team meetings
- The effectiveness of the Well-Being policy should be monitored and reviewed annually

This Policy Relates to the following main pieces of Legislation

- The Employment Rights Act 1996
- The Employment Relations Act 1999
- The Equality Act 2010

This Policy Relates to the following main Regulations

- Children's Homes (England) Regulations 2015.
- Independent Schools Regulations 2014
- Health and Safety at Work etc. Act 1974
- The Conduct of Employment Agencies and Employment Businesses Regulations 2003

This Policy Relates to the following Guidance

- ACAS Advisory Notes on Health and Wellbeing[1]
- The DfE publication, "Guide to Children's Home Standards Including Quality Standards April 2015

This Policy Applies To:

a) All those directly employed by The Lioncare Group.

Scope of Application

The Lioncare Group has a duty to ensure the health, safety and welfare of its employees as far as reasonably practicable. It is also required to have in place measures to mitigate as far as practicable factors that could harm employees' physical and mental well-being, which includes work-related stress. This duty extends only to those factors which are work-related and within the Lioncare Group's control.

This policy recognises that there are many sources of work-related stress and that stress can result from the actions or behaviours of managers, employees and the children in our care.

The Health and Safety Executive have produced a number of Management Standards which cover the primary sources of stress at work that, if not properly managed, are associated with poor health and well-being, lower

[1] https://www.acas.org.uk/health-and-wellbeing

productivity and increased sickness absence.

These are:

- Demands i.e. workload, work patterns and the work environment.
- Control i.e. how much say the person has in the way they do their work.
- Support i.e. the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.
- Relationships i.e. promoting positive working to avoid conflict and dealing with unacceptable behaviour.
- Role i.e. whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.
- Change i.e. how organisational change (large or small) is managed and communicated within the organisation.

Responsibilities Associated with this Policy:

All employees, whether they are 'front-line' engaged directly in the task of caring for, educating, and supporting the children in our care, or 'ancillary' (e.g. House Keeper, Maintenance Worker, Administrator etc.), are personally responsible for following and promoting this policy.

All employees whether they are 'front-line' or 'ancillary' are also responsible for supporting their colleagues and co-workers to follow and promote this policy.

Members of the Management Team (Senior Therapeutic Carers, Senior Teacher, Senior Pastoral Lead, Senior Learning Support Assistant, Deputy Managers, Head Teacher and Registered Managers) are responsible for ensuring all those employed directly or indirectly or on a voluntary basis or as a student placement are made aware of this policy and guidance, and for monitoring their adherence to this policy and their personal and professional learning and development through benefiting from this policy and guidance.

The Executive Team (Assistant Directors and Chief Executive Officer / Responsible Individual) are responsible for reviewing this policy annually and more frequently if and when it is considered necessary to do so, and for ensuring this policy remains fit-for-purpose.

Monitoring and Review of this Policy:

The implementation of this policy and its corresponding guidance will be monitored continuously, and the policy itself will be reviewed annually by the Executive Team and in consultation with relevant others including where possible and feasible those involved in caring for, educating, and supporting the children in our care, and where feasible and appropriate through seeking views and opinions and feedback from the children themselves.

Definitions:

The term Employee Wellbeing has been defined as "That part of an employee's overall well-being that they perceive to be determined primarily by work and can be influenced by workplace interventions. Employee well-being includes advancement, managerial and physical workplace considerations, as well as people's physical and psychological health."[2]

ACAS has offered the following definition:

> "The term 'wellbeing' covers several aspects of the way people feel about their lives, including their jobs, and their relationships with the people around them. Of course, a person's wellbeing is to do with their own character and home or social life along with the workplace, but research shows that employers can have an influence on an individual's sense of wellbeing in the way they run a workplace".[3]

[2] http://www.workandwellbeing.com/what-is-well-being/

[3] http://www.acas.org.uk/index.aspx?articleid=5031