



**CROWN HILLS**  
COMMUNITY COLLEGE  
*A Specialist Sports College*

# Well-Being Charter

“

*I have come to the frightening conclusion that I am the decisive element in the school. It is my personal approach that creates the climate. It is my daily mood that makes the weather. As a teacher or member of staff in a school, I possess a tremendous power to make a child's life miserable or joyous. I can be a tool of torture or an instrument of inspiration. I can humiliate or humour, hurt or heal. In all situations, it is my response that decides whether a crisis will be escalated or de-escalated and a child humanised or de-humanised.*

*Johann Wolfgang von Goethe*

”



**ASPIRATION**

*Be the best  
that you can be*

**COMMITMENT**

*Do what it takes for  
as long as it takes*

**SUCCESS**

*Be ready to take  
on the world*



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We will challenge  
stereotypes  
and bias  
#BalanceforBetter

We will forge  
positive visibility  
of women  
#BalanceforBetter

We will celebrate

For me, the greatest  
aspect of being a  
woman is the privilege  
of raising great men and  
women.  
#BalanceforBetter

I will challenge  
stereotypes  
and bias  
#BalanceforBetter

We will  
a ge  
parity n  
#Balance

# Introduction

The importance of belonging and being part of something special is what I want staff to feel when they talk about being part of Crown Hills.

You may find it odd that the opening gambit to this well-being charter is about the way we lead, about accountability and values but I believe that the single most important factor in whether somebody is happy at work and valued is as a result of the way that leaders lead or don't lead.

I often talk about the importance of the journey being as important as the destination. The destination is clear and we want to be in the top 5% of schools in the country for the outcomes children gain when they leave us but the journey is the way we do it and how we get there.

Due to the level of accountability that leaders feel from above, it is all too easy to make the destination the most important part of the school and to sacrifice everything else to get there. To lead in that manner can create chaos because we are not machines; we are complex human beings that lead complex lives with work being only one part of it.

In my opinion, there are three key factors that are pulling against each other and depending on where the priority is placed within those three, it can create a well or unwell school.

The three factors are accountability, pupil outcomes and staff well-being. I want to demonstrate the importance of getting the balance just right. If you go too far in the domain of staff well-being, the life chances of the children in our care can seriously be affected and if you go too far with only thinking about pupil outcomes, then staff well-being is sacrificed. I believe that there is a sweet spot between the three but to get the right tension between these three things, you need the guy ropes firmly in place and connected to all three areas equally.

That is why we have spent the last few years putting together our leadership values. We believe that if these values are lived and breathed and leaders are willing to do what it takes to make them a reality by holding each other to account, they will offer the right atmosphere for all three areas to flourish.



That is why we invest as much time and energy in thinking about how and why we are doing the things we do on a day-to-day basis. It can be exhausting but if done right, it will make the journey meaningful because there are so many variables that may mean we may never make the top 5% of schools, like a worldwide pandemic but we are still making a difference.

Every leader in our college understands the burden of responsibility that they have and I have not left it to chance; I have made it a planned priority to explain and train staff about how we will lead.

We have therefore created a structure that allows leaders to understand what that level of responsibility is and how they should be leading their teams. Leaders at all levels are held to account on a regular basis and staff are encouraged to hold leadership to account if they do not see those qualities in their leaders.

We have created the acronym THIRST, to provide clarity within the college community and the next few pages go into detail about what this is and what staff can expect from their leaders.

I am not saying that we have reached this position yet and I am fully aware that the hard work is yet to come because once you have established who you are and what you stand for, you need to be able to stand by it and hold those to account that do not meet those expectations.

However, the wheels are in motion and we truly do believe that the feeling is palpable amongst our staff, especially as we have stuck by these values as we navigate our way through this pandemic. Experience over the last year has demonstrated the importance of this way of leadership

Included in this document are some of the practical things that we do to make the lives of our staff that little bit easier, and we hope that you will see this on a daily basis. I hope you will also see that it is not us jumping on the latest bandwagon but that it is a genuine attempt to try and make the journey a meaningful one for those staff and students in our care.





# Well-Being Charter

1. Crown Hills provides teachers with 17% PPA instead of the normal 10%
2. Additional PPA time for leadership responsibilities
3. No emails at the weekend or after 8pm and during holidays
4. Lunch and afternoon raffle reward at the end of term twice a year for teachers and support staff
5. Free staff breakfast on the first Friday of every month for staff to socialise
6. Free tea and coffee every Friday for staff to socialise
7. Staff Health and Well-being Policy
8. Health Care Plan - Exclusive and comprehensive healthcare plan (see pages 10 and 11)
9. Half-Day at Xmas and July to support staff get together and farewell
10. Usually one meeting per week
11. Reduction in data capture frequency- once in Y7, 8, 9, 10 and twice in Y11
12. Optional health checks for staff at various points throughout the year, including vitamin D supplement during Covid 19
13. Administrative support for each faculty
14. Cover supervisors
15. Rarely cover policy
16. Annual School Calendar so staff are aware in advance of important deadlines and key dates so that they can plan ahead.
17. Marking Policy - reduction in marking requirements
18. Centralised Reprographics to create more planning time
19. External invigilators for mock exams
20. Centralised behaviour support team
21. Clear allocation of directed time with time to spare
22. Shared leadership within faculties- Head, 2nd and 3rd
23. No written reports for teachers
24. No lunch duties - if you do want to we will pay you and offer you a free lunch for the whole week - we invest £27000 in these lunches
25. Lesson Observation not linked to appraisal
26. Removal of the expected 3hours union guidance provided for lesson observation
27. Appraisal to be done with you and alongside, not to you
28. Appraisal to hold you to account for the process and not the outcome
29. Career specific pathways for CPD
30. 24 hours a day/365 days a year phone counselling service available for all staff
31. No lesson plan formats or daft rules about submitting them
32. On-Site IT technicians to resolve issues straight away and efficiently
33. Opportunities to feedback on concerns to leadership through a wide range of mechanisms
34. Cycle to Work Scheme





# The Crown Hills Well-Being Charter

*How we lead and how we serve our staff*



## Our organisation is built on three key values:

### Aspiration

We will aspire to be the best leaders that we can be by not being content with the status quo. We aspire to be the best and make this college a great place to work and for every child to experience the best possible education.

### Commitment

We will do what it takes for as long as it takes. This means having the mentality that we are in this together and will see our aspirations through to the end. This means there are sacrifices required on our part to take this college to the next level and we are committed to it.

### Success

When we implement the above we will not stop there as we will support the growth and development of other educational institutions locally, nationally and internationally.



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# Health & Wellbeing

Healthy + Healthy  
Body Mind



= Happy  
Life



[crownhills.com](http://crownhills.com)

ASPIRATION

*Be the best*

COMMITMENT

*Be honest to yourself and*

SUCCESS

*Be ready to take*





There are six key principles that provide staff with clarity about what they can expect from the leadership of the college and the manner in which they will be dealt with on a day to day basis. The principles are:

## Trust Honesty Integrity Respect Support Tolerance

We as leaders invite all staff at different levels to hold us to account to these as we try and uphold them on a daily basis.

### TRUST

To use an open and transparent recruitment process and trust those appointed and empower them to carry out the role. Sometimes moving alongside, to support and at other times overseeing from the "balcony."

*Distribute leadership throughout the organisation, forging teams of colleagues who have distinct roles and responsibilities and hold each other to account for their decision making.*

### HONESTY

We will not hide matters that have an impact on staff, we will be open and transparent with one another and those that we lead. If we make mistakes we will be open and do our best to put things right. Additionally, we will unconditionally without judgement, support our colleagues to put things right. Part of honesty is to also have courageous, tough-love conversations with one another and those that we manage so that students do not lose out on the one chance that they have at a great education.

*Establish rigorous, fair and transparent systems and measures for managing the performance of all staff, addressing any underperformance, supporting staff to improve and valuing excellent practice.*

*Hold all staff to account for their professional conduct and practice.*

### INTEGRITY

Real integrity is doing the right thing, knowing that nobody is going to know whether you did it or not. We will do the right thing regardless and hold firm to it when the going gets tough. We will filter every decision through our set of values to make us true to our word. We will be seen (literally) living by the values that we want to see in others. We will not hide in offices but be seen as the drivers of change.

*Hold and articulate clear values and moral purpose, focused on providing a world-class education for the pupils they serve.*

*Lead by example- with integrity, creativity, resilience, and clarity- drawing on their own scholarship, expertise and skills, and that of those around them.*

*Ensure the school's systems, organisation and processes are well considered, efficient and fit for purpose, upholding the principles of transparency, integrity and probity.*

### RESPECT

All that work within the organisation should be able to hold different beliefs and opinions to our own and diversity of opinion as well as background- this is something we celebrate. As leaders we will lead with staff in a respectful manner, never degrading them or putting them down in a manner that belittles or defames them.

*Provide a safe, calm and well-ordered environment for all pupils and staff, focused on safeguarding pupils and developing their exemplary behaviour in school and in the wider society.*

### SUPPORT

As leaders it is our core function to support others and understand the importance of staff and pupils' continued development. Leadership is about taking people with you on a journey and every person that we touch needs to be better for that connection. This combines a lot of the other values that we hold as it involves difficult conversations etc. to support staff and students to improve from Good to Great.

*Demonstrate optimistic personal behaviour, positive relationships and attitudes towards their pupils and staff, and towards parents, governors and members of the local community. Communicate compellingly the school's vision and drive the strategic leadership, empowering all pupils and staff to excel. Create an ethos within which all staff are motivated and supported to develop their own skills and subject knowledge, and to support each other. Identify emerging talents, coaching current and aspiring leaders in a climate where excellence is the standard, leading to clear succession planning.*

### TOLERANCE

As leaders we will be dealing with a range of different people and each one will be at different stages of their development, therefore mistakes are part of growth and learning and we will ensure that everyone is provided with the opportunity to start again without prejudice.

*Inspire and influence others-within and beyond schools-to believe in the fundamental importance of education in young people's lives and to promote the value of education.*

We have spent a significant amount of time looking at the best package to support our staff and their families, especially through the Covid-19 pandemic. As a result, we have invested thousands of pounds securing healthcare provision for all of our staff, both teachers and support. The table below gives a brief summary.

## Summary of cash plan benefits that can be claimed

<b>Dental</b>	per adult	100%	£100
	children - shared maximum	100%	£100
<b>Optical</b>	per adult	100%	£100
	children - shared maximum	100%	£100
<b>Chiropody</b>	per adult	100%	£60
	children - shared maximum	100%	£60
<b>Prescriptions</b>	per adult	Per item	1
<b>Health &amp; Wellbeing</b>	per adult	100%	£75
	children - shared maximum	100%	£75
<b>Combined Physiotherapy</b>	per adult	100%	£170
	children - shared maximum	100%	£170
<b>Vaccinations and Inoculations</b>	per adult	100%	£20
<b>Specialist Consultation, ECG, X-ray, Pathology Fees and MRI Scans</b>	per adult	100%	£400
	per child	100%	£400
<b>Dental Accident</b>	per adult	100%	£200
	children - shared maximum	100%	£200

## My Wellness

### 24/7 Counselling and Support Helpline

24 hour counselling and support including health, legal, finance, wellbeing and family advice

### Employee Assistance Programme

Up to 8 face to face sessions, including cognitive behavioural therapy, for all members

### My Wellbeing App: Thrive Coaching

Clinically proven application to aid the prevention, early detection, and treatment of depression and anxiety by encouraging support-seeking behaviours before they become too severe. Users also have access to a live text chat service allowing them to speak to a wellbeing coach at the touch of a button.

### Fitness and Exercise

Gym membership discounts and offers at [www.healthshieldperks.co.uk](http://www.healthshieldperks.co.uk)

### Online Health Assessment and Personal Coaching

Instant access to a range of health assessments and personal coaching tools

### GP Anytime including Private Prescriptions

Access to 24/7 GP helpline, online GP surgery via a webcam and Private Prescription Service

### On-Demand Physio

Professional support with muscular and skeletal conditions over the phone. Assessing and advising on the best courses of treatment.

### PERKS

Save £££s on your shopping with Health Shield PERKS, our reward website. You can enjoy great deals, cash back and discounts on purchases including major supermarkets, travel, cinema, health and beauty and much more.

## Benefits Summary

To give you an idea of what is covered, the guide below summarises each benefit.

**Dental** Covers items such as check-ups, braces, dentures, crowns, bridges, white fillings, veneers and teeth whitening. Also covers a practice's dental plan premiums.

**Optical** Cashback on eye tests, prescription glasses, sunglasses, laser eye surgery and contact lenses.

**Chiropody** Covers items such as gait analysis assessments and podiatry treatments.

**Prescriptions** Covers NHS prescriptions charges or the NHS cash equivalent for private prescription treatments.

**Health & Wellbeing** Covers 22 alternative therapies including allergy testing, cognitive behavioural therapy, counselling fees, hypnotherapy and sports massage.

## Benefits Summary continued.

**Combined Physiotherapy** Cashback for pain relieving and preventative treatments such as physiotherapy, chiropractic, osteopathy, acupuncture and homoeopathy.

**Vaccinations & Inoculations** Covers vaccinations and inoculations from a GP or nurse, for example in a GP's surgery, a pharmacy or travel clinic.

**Specialist Consultation and MRI Scans** Provides cashback for specialist consultation charges, including X-rays and MRI scans, as well as PMI excess charges (excludes company paid PMI).

**Dental Accident** Cover for damaged teeth following a direct blow to the head. Members can claim for veneers, dentures and crowns.

**24/7 Counselling and Support Helpline** 24 hour telephone advice, guidance and support from trained counsellors, legal and medical professionals on a variety of lifestyle issues.

**Employee Assistance Programme** Provides up to 8 face to face counselling sessions and includes a Serious Illness and Accident Support service.

**My Wellbeing App: Thrive Coaching** Clinically proven application to aid the prevention, early detection, and treatment of depression and anxiety by encouraging support-seeking behaviours before they become too severe. Users also have access to a live text chat service allowing them to speak to a wellbeing coach at the touch of a button.

**Fitness and Exercise** Access to offers and discounts on a wide range of fitness clubs and gyms via Health Shield's reward website PERKS.

**Online Health Assessment and Personal Coaching** Instant access to online health assessments and personal coaching tools including videos, factsheets and questionnaires.

**GP Anytime including Private Prescriptions** GP consultation service via phone or webcam, where a GP can also prescribe a private prescription to be delivered to a member's home or workplace.

**On-Demand Physio** Provides professional support with muscular and skeletal conditions over the phone. Assessing and advising on the best courses of treatment.

**PERKS** products and services, offers on travel, cash back on purchases and much more.

## Employer Support and Benefits

**Stress Intervention plus Occupational Health Helpline** A stress prevention programme that positively influences an earlier return to work and supports the employee, whilst safeguarding the interests of the employer. Plus, an occupational health telephone advice line.

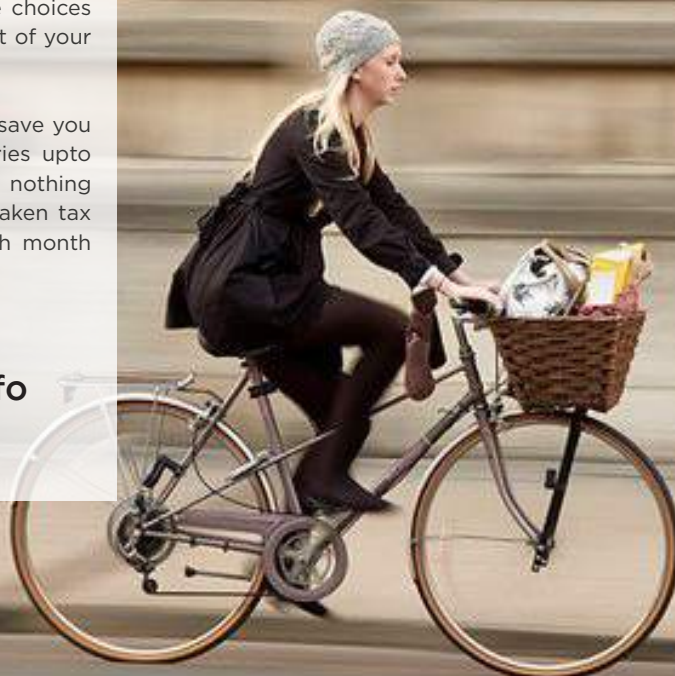
**Commercial Guidance and Support** Provides the reassurance that your organisation is fully compliant with fast-changing legislation. A team of dedicated experts provide help and advice on Employment Law, Health and Safety, Risk Assessments and Tax and VAT via a 24/7 helpline.

# Crown Hills Cycle 2 Work Scheme

The Cycles 2 Work scheme is open to all Crown Hills staff, with the aim of encouraging staff to make healthier and more environmentally friendly lifestyle choices and also to help save on the cost of your daily commute to college.

The Cycles 2 Work scheme can save you 25-39% on a bike and accessories up to the value of £3000. You pay nothing upfront and the payments are taken tax efficiently from your salary each month over a 12 month period.

for more information visit  
[www.cycle2work.info](http://www.cycle2work.info)



cycle<sup>2</sup>work



