



Federation of Beckwithshaw and Kettleasing Felliscliffe Schools and Ripley Endowed CE Primary School

Staff Wellbeing Policy

| First Version Implemented | Review Date | Responsible Person |
|---------------------------|---------------|--------------------|
| February 2022 | February 2023 | Headteacher |

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Statement of intent

The Federation of Beckwithshaw and Kettlesing Felliscliffe Schools and Ripley Endowed CE Primary School has developed an employee wellbeing policy to reflect its recognition of the importance of maintaining the mental health and wellbeing of all staff. It covers the commitment to employee 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 commitment to handling individual issues.

Our Federation recognises the importance of employee wellbeing:

- To fulfil our duty of care to staff and to recognise that all staff may experience times of difficulty in maintaining mental and emotional health
- To attract and retain the calibre of staff needed for an good education system.
- To improve effectiveness by actively reducing staff absenteeism and turnover.
- To develop a more motivated workforce, with high morale.
- To improve team work, staff development and co-operation.

Key aims of the policy

- To support staff in their work.
- To acknowledge that the needs of both the Federation and its staff are not static, but change over time.
- To acknowledge the need for leadership, representatives and staff to discuss workable wellbeing solutions.
- To encourage a partnership approach to meeting the needs of both the Federation and the staff.
- To operate in a fair and consistent manner.
- To carefully plan and agree wellbeing initiatives including flexible working practices where possible and appropriate without damaging the opportunities for pupils to succeed.
- To take into account the equality implications of any policies introduced.
- To communicate wellbeing practices to all staff. Development and changes to policies should also be communicated on a regular basis.
- To include a monitoring, evaluating and review mechanism, linked to performance management and the School Improvement Plan to ensure a work-life balance and effective wellbeing strategy.

Legal framework

This policy has due regard to relevant legislation, including but not limited to, the following:

- Health and Safety at Work etc. Act 1974
- Employment Rights Act 1996
- Employment Regulations Act 1999
- Equality Act 2010

- The Management of Health and Safety at Work Regulations 1999

Health, safety and welfare

The Federation recognises its duty to ensure the health, safety and welfare of all employees. This policy will be implemented and will incorporate all aspects of welfare, which the Federation senior leadership team including the schools' Headteacher have put in place to improve employee wellbeing.

Definition of mental health and wellbeing

The Federation uses the World Health Organisation's definition of mental health and wellbeing: "a state of well-being in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community".

Mental health and wellbeing are not just the absence of mental health problems.

We want our staff to:

- Enjoy working in a safe, open and supportive workplace environment and culture that supports mental health and overall wellbeing as well as preventing discrimination.
- Be aware of mental health, wellbeing issues and behaviours.
- Help us reduce the stigma around depression and anxiety in the workplace.
- Feel supported during times of personal or work stress.
- Maintain a healthy work life balance.
- Have opportunities to engage in initiatives that support mental health and wellbeing.
- Feel confident and empowered to talk about their problems to colleagues and or managers as appropriate.
- Have positive and healthy relationships at work.

Roles and responsibilities

All staff are responsible for:

- Treating each other with empathy and respect.
- Keeping in mind the workload and wellbeing of other members of staff.
- Supporting other members of staff if they appear stressed, such as by providing practical assistance or emotional reassurance.
- Letting other members of staff know when they need support. This is likely to be their line manager or a member of the school's SLT.
- Contributing positively towards morale and team spirit.
- Using shared areas respectfully, such as the staff room or offices.
- Taking part in personal and professional development training where appropriate.

Senior staff are responsible for:

- Maintaining positive relationships with their staff and valuing them for their skills and contribution, not their working pattern.

- Providing a non-judgemental support system to their staff which will be treated in confidence.
- Taking any complaints or concerns seriously and dealing with them appropriately using the Federation's policies.
- Monitoring workloads, being alert to signs of stress, and regularly talking to staff about their work/life balance.
- Making sure new staff are properly and thoroughly inducted and feel able to ask for help.
- Understanding that personal issues and pressures at work may have a temporary effect on work performance, and taking that into account during any appraisal or capability procedures.
- Promoting information about and access to external support services.
- Helping to arrange personal and professional development training where appropriate.

Head Teachers are responsible for:

- Leading in setting standards for conduct, including how they treat other members of staff and adhering to agreed working hours.
- Managing a non-judgemental and confidential support system for staff.
- Monitoring the wellbeing of staff through a variety of communications including but not limited to regular surveys and structured conversations.
- Regularly reviewing the demands on staff, such as the time spent on paperwork, and seeking alternative solutions wherever possible.
- Making sure job descriptions are kept up-to-date, with clearly identified responsibilities and consulting staff before any changes.
- Listening to the views of staff and involving them in decision-making processes, including allowing them to consider any workload implications of new initiatives.
- Communicating new initiatives effectively with all members of staff to ensure they feel included and aware of any changes occurring at the school.
- Making sure the efforts and successes of staff are recognised and celebrated.
- Producing calendars of meetings, deadlines and events so that staff can plan ahead and manage their workload.
- Providing resources to promote staff wellbeing, such as training opportunities.
- Promoting information about and access to external support services.
- Organising extra support during times of both professional and personal stress.

The Governing Board is responsible for:

- Making sure the schools are fulfilling their duty of care as an employer, such as by giving staff a reasonable workload and creating a supportive work environment.
- Monitoring and supporting the wellbeing of the headteacher by ensuring support systems are in place from the central team and through regular conversations.
- Ensuring schools have the resources and support services in place to promote staff wellbeing.

- Making decisions and reviewing policies with staff wellbeing in mind, particularly with regards to workload.
- Being reasonable about the format and quantity of information asked from staff as part of monitoring work. Deadlines for work should generally be planned and communicated as far in advance as possible with a minimum of one week, where possible. In cases where this is not possible (audits, inspections etc), colleagues will work with their line managers to manage their workload.
- Ensuring staff are clear about the purpose of any monitoring visits and what information will be required from them.

Implementation

The Federation takes overall responsibility for implementing this policy and for ensuring all staff enjoy a reasonable work-life balance.

All senior leaders will act in a supportive and constructive manner when dealing with cases related to wellbeing. All senior members of staff will attend events and training opportunities which promote wellbeing and health.

Line managers will put in place measures to minimise the risks to employee wellbeing, particularly from negative pressure at work. For example, managers should ensure employees 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 Federations policies on diversity and tackling inappropriate behaviour in order to support staff, for example on bullying and harassment issues.

In particular, senior staff must ensure they take steps to reduce the risks of employee health and wellbeing by:

- Ensuring the right people are recruited to the right jobs and that a good match is obtained between individuals recruited and job descriptions/specifications.
- Keeping employees in the team up to date with developments at work and how these might affect their job and workload.
- Ensuring employees 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.
- Ensuring work stations are regularly assessed to ensure they are appropriate and fit for purpose.

All employees will assist in the development of good practice and ensure they do not, through their own actions or omissions, create unnecessary work for themselves or their colleagues. Employees must take responsibility for managing their own health and wellbeing, by adopting good health behaviours (for example in relation to diet, alcohol consumption and smoking) and informing their line manager if they believe work or the work environment poses a risk to their health. Any health-related information disclosed by

an employee during discussions with managers, the HR department or the occupational health services is treated in confidence.

Commitment

The following issues will be reviewed for inclusion in a programme of committing to and improving employees' well-being:

- **Employment Policies and Practices** – The Federation undertakes to adopt and apply the appropriate policies in respect of 'family friendly' employment, including consideration of part time working, flexible working patterns, etc. where this can be implemented without detriment to the operational requirements of the schools. The Federation and leadership team will adopt policies and provide clear guidance on time off for public or trade union duties, or for personal reasons – refer to the Attendance Policy.
- **Individual and Team Workloads** – We aim for the Federation's timetable to reflect a fair and reasonable balance of work between different members of staff. Management will ensure new and emerging priorities are discussed with the employees affected and that ways of managing the implications for individual workloads are addressed. Line Managers and employees will regularly discuss individual training needs to ensure employees have the necessary skills to adapt to ever-changing job demands. An examination of training needs will be particularly important prior to, and during, periods of change.
- **Planning and Policies** – The Federation aims to ensure activities and documentation are no more elaborate than is necessary and consistent with their purpose.
- **Meetings** – The Federation aims to ensure patterns of meetings are appropriate to the requirements of all schools and that they are agreed in advance. Leaders convening meetings should specify a target finish time and adhere to it. Outcomes from meetings will be clear and concise.
- **Administration** – Administration work has been delegated to appropriate staff and systems will be regularly reviewed. Requests for information, statistics, policies and similar will be assessed for their importance and benefit of the Federation and where possible will be collated by administrative staff.
- **Communication** – Managers and employees are encouraged to participate in communication/feedback exercises, including stress audits and staff surveys. All employees 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 and electronic communications. The Federation will ensure that frameworks exist to give employees regular feedback on their performance, and for them to raise concerns. Staff are not expected to respond to emails or work-related communications out of working hours.
- **Individual Support and Training** – Individual support, including confidential counselling through Health Assured, is made available to employees so that they may raise concerns about problems and difficulties, which affect them either in their work or their family/personal life.

The management team will make referrals for employees to occupational health professionals and or counsellors/life coaches if necessary. Occupational health professionals provide a comprehensive service designed to help employees stay in work, or to return to work, after experiencing physical or mental health problems. This will include preparing medical assessments of an individual's fitness to work following referrals, liaising with GPs and working with individuals to help them to retain employment.

Workplace wellbeing services available from the Federation include:

- Workstation assessments.
- Pre-employment screening.
- Fitness-for-work assessments.

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

Wellbeing strategies

A headteacher will be assigned as a wellbeing lead, taking overall responsibility for monitoring the wellbeing of staff. All members of staff are welcome to make suggestions for wellbeing initiatives and a Wellbeing Change Team will be appointed.

The Federation will follow a return to work procedure and promote a positive, caring approach for staff who are returning to work following sick leave which may involve a phased return where required and additional support.

Stress management action plans may be completed as and when necessary.

The Federation will develop and run a range of health promotion initiatives through its weekly emails to all staff designed to raise awareness of health and lifestyle issues affecting mental health and wellbeing. These initiatives will be evaluated to determine their effectiveness and will cover:

- Stress management
- Disability awareness
- Bullying and harassment
- Handling violent and traumatic incidents in work
- Lifestyle behaviours
- Physical activity and fitness

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

- Procedures for reporting and handling inappropriate behaviour (for example bullying and harassment).
- Cycle to work scheme.
- Special leave arrangements.
- Opportunities for flexible working.
- Support for workers with disabilities.
- The grievance policy.

Monitoring and review

The Federation will review this policy on an **annual** basis, and will make any changes necessary.

All members of staff are required to familiarise themselves with this policy as part of their induction programme.

This employee wellbeing policy should be read in conjunction with other policies and procedures covering attendance and health such as flexible working, the management of short and long-term absence, bullying and harassment, violence at work and staff training and development.