ST BEDE C OF E PRIMARY
MULTI ACADEMY TRUST

Staff Mental Health & Well-being Policy

Introduction

St Bede CE Primary MAT as employer 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 School's control. This policy accepts the Health and Safety Executive definition of work-related stress as "the adverse reaction a person has to excessive pressure or other types of demand placed on them". There is an important distinction between 'reasonable pressures' which stimulate and motivate and 'stress' where an individual feels they are unable to cope with excessive pressures or demands placed upon them. 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 or pupils. 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 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 – such as whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.
- Change – such as how organisational change (large or small) is managed and communicated within the organisation.

Statement of Intent

The Multi Academy Trust (MAT), Local Governing Body (LGB) and the School's Leadership Team (SLT) acknowledge the potential impact that work has on an individual's physical and mental health, and that in line with our distinctive Christian ethos and vision of being a community that loves and cares for one another, there is a persuasive business case as well as a moral and legal duty for taking steps to promote employee well-being. The LGB and the School's SLT are committed to fostering a culture of cooperation, trust and mutual respect, where all individuals are treated with dignity, and can work at their optimum level. The MAT, LGB and the School's SLT recognise that work-related stress has a negative impact on employees' well-being, and that it can take many forms and so needs to be carefully analysed and addressed at an organisational level. The Staff Well-being Policy expands upon the School's Health and Safety Policy, setting out how the School will promote the well-being of employees by:

- Creating a working environment where potential triggers of work-related stress are avoided, minimised or mitigated, as far as practicable, through good management practices, effective Human Resources support and staff development
- Increasing SLT 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 SLT so that they manage staff effectively and fairly
- Engaging with staff to create constructive and effective working partnerships both within teams and across the School
- Establishing working arrangements whereby employees feel they are able to maintain an appropriate work life balance
- Encouraging staff to take responsibility for their own health and well-being through effective health promotion programmes and initiatives
- Encouraging staff to take responsibility for their own work and effectiveness as a means of reducing their own stress and that of their colleagues

Other policies contribute to staff well-being by providing certainty, fairness and consistency in the treatment of staff in different contexts, including:

- Health and Safety Policy
- Equality of Opportunity Policy
- Grievance Procedure
- Whistleblowing Procedure
- Pay Policy
- CPD Policy
- Data Protection Policy
- Performance Management and Capability Policy
- Safeguarding Policy
- Acceptable Use Policy
- Leave of Absence Policy
- Managing Sickness Policy

- Parent Code of Conduct

All policies are available on pdrive, policies.

Responsibilities

Role of all staff

All staff are expected to:

- Treat each other with empathy and respect
- Keep in mind the workload and well-being of other members of staff
- Support other members of staff if they become stressed, such as by providing practical assistance or emotional reassurance
- Report honestly about their well-being and let other members of staff know when they need support
- Contribute positively towards morale and team spirit
- Use shared areas respectfully, such as the staff room, corridor spaces or offices
- Take part in training opportunities that promote their well-being
- Have clear understanding and demonstrate investment in the School's and Multi Academy Trust's vision and values.

Role of line managers (including teachers who line manage support staff)

Line managers are expected to:

- Maintain positive relationships with their staff and value them for their skills, not their working pattern
- Regular daily well-being check with staff
- Provide a non-judgemental and confidential support system to their staff
- Take any complaints or concerns seriously and deal with them appropriately using the School's policies
- Monitor workloads, be alert to signs of stress, and regularly talk to staff about their work/life balance
- Make sure new staff are properly and thoroughly inducted and feel able to ask for help
- Understand that personal issues and pressures at work may have a temporary effect on work performance, and take that into account during any appraisal or capability procedures
- Promote information about and access to external support services – see Appendix

- Help to arrange personal and professional development training where appropriate
- Keep in touch with staff if they're absent for long periods
- Monitor staff sickness absence, and raise any concerns with SLT and HR
- Report honestly about their well-being and let other members of staff know when they need support
- Promote and demonstrate the School's and Multi Academy Trust's vision and values.

Role of MAT leadership, HR and SLT

Leaders and HR managers are expected to:

- Lead in setting standards for conduct, including how they treat other members of staff and adhering to agreed working hours
- Manage a non-judgemental and confidential support system for staff
- Monitor the well-being of staff through regular surveys and structured conversations
- Make sure accountability systems are based on trust and professional dialogue, with proportionate amounts of direct monitoring
- Regularly review the demands on staff, such as the time spent on paperwork, and seek alternative solutions wherever possible
- Make sure job descriptions are kept up-to-date, with clearly identified responsibilities and staff being consulted before any changes
- Listen to the views of staff and involve them in decision-making processes, including allowing them to consider any workload implications of new initiatives
- Communicate new initiatives effectively with all members of staff to ensure they feel included and aware of any changes occurring at the school
- Make sure that the efforts and successes of staff are recognised and celebrated
- Produce calendars of meetings, deadlines and events so that staff can plan ahead and manage their workload
- Provide resources to promote staff well-being, such as training opportunities
- Promote information about and access to external support services
- Organise extra support during times of stress, such as Ofsted inspections
- Assist with the referral of staff to Occupational Health, Counselling or Mediation when appropriate
- Conduct return to work interviews to support staff back into work
- Conduct exit interviews with resigning staff to help identify any issues that lead to their resignation

- Develop, promote and demonstrate the School's and Multi Academy Trust's vision and values

Role of the Local Governing Body

The LGB is expected to:

- Make sure the school is fulfilling its duty of care as an employer, such as by giving staff a reasonable workload and creating a supportive work environment
- Monitor and support the well-being of the Heads of School
- Ensure that resources and support services are in place to promote staff well-being
- Make decisions and review policies with staff well-being in mind, particularly in regards to workload
- Be reasonable about the format and quantity of information asked for from staff as part of monitoring work
- Ensure that staff are clear about the purpose of any monitoring visits and what information will be required from them
- Be supportive and offer support to LGB members in the other Academy
- Develop, promote and demonstrate the School's and Multi Academy Trust's vision and values

Managing specific well-being issues

The school will support and discuss options with any staff that raise well-being issues, such as if they are experiencing significant stress at school or in their personal lives.

Where possible, support will be given by SLT and HR. This could be through:

- Granting leave of absence to deal with a personal crisis
- Arranging internal and external support, such as counselling or occupational health services
- Completing a risk assessment and following through with any actions identified
- Reassessing their workload and deciding what tasks to prioritise

At all times, the confidentiality and dignity of staff will be maintained.

Appendix

Links to external support agencies and charities for all staff to access if needed.

ORGANISATION	LINK TO RESOURCE OR CONTACT INFORMATION
Zest - Avensure Confidential helpline available to all MAT employees	Phone: 0800 197 4512
Education Support UK charity dedicated to supporting the mental health and wellbeing of education staff	Phone: 08000 562 561 Website: https://www.educationsupport.org.uk/
Mind A mental health charity	Phone: 0300 123 0093 (Monday to Friday, 9am to 6pm) Website: www.mind.org.uk
Samaritans Confidential support for people experiencing feelings of distress and despair	Phone: 116 123 (free 24hr helpline) Website: www.samaritans.org.uk
SANE Emotional support, information and guidance for people affected by mental illness, their families and carers	Website: www.sane.org.uk/support
Cruse Bereavement Care Support for grief and bereavement	Phone: 0808 808 1677 (Monday to Friday, 9.30am to 5pm) Website: www.cruse.org.uk
NHS - Bolton Bolton Psychological therapy service is a 1-2-1 cognitive behaviour therapy service (CBT) to help you to develop strategies to manage your mental wellbeing.	Phone: 01204 483100
Silvercloud Health Mental health and well-being resources and online programmes to support	Website: https://hub.gmhsc.org.uk/mental-health/silvercloud/
Living Life to the Full: GM Health Hub Lots of great resources to support mental health and well-being	Website: https://www.gmhealthhub.org/feeling/living-life-to-the-full
Mental Health Independent Support Team	Website: https://mhist.co.uk/

Therapy, counselling and resources	
Bolton at Home 1-2-1 counselling service	Phone: Johnson Fold - 01204 329704 Tonge - 01204 329563 Breightmet - 01204 329541 Withins - 01204 329786 New Bury - 01204 329786 Deane - 01204 329583
Bolton Council Council Website providing numerous links to promote positive health and well-being	Website: https://www.bolton.gov.uk/council/healthwellbeing/1
Greater Manchester Health and Social Care Partnership A free text messaging helpline - private and trusted way for anyone experiencing mental health challenges to access support. You can send a text any time day or night and every conversation is with a human being.	Text: GMBolton to 85258 https://hub.gmhsc.org.uk/mental-health/sh out-24-7-text-messaging-service-to-support-those-in-crisis/