

**ST BARTHOLOMEW'S SCHOOL**  
**WELLBEING FOR STAFF POLICY**

**Reviewed by the Governors' People Committee Summer 2019**

**Approved by the Governing Body Summer 2019**

**To be reviewed Autumn 2019**

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## **1. Introduction**

St Bartholomew's School, 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 wellbeing, 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 students.

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 wellbeing, 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 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.

The School's performance on wellbeing and stress management will be assessed in the context of the HSE Management Standards.

## **2. Statement of Intent**

The Governors and the Leadership Team acknowledge the potential impact that work has on an individual's physical and mental health, and that there is a persuasive business case as well as a moral and legal duty for taking steps to promote employee wellbeing as far as reasonably practicable.

The Governors and the Leadership Team are committed to fostering a culture of co-operation, trust and mutual respect, where all individuals are treated with dignity, and can work at their optimum level.

The Governors and the Leadership Team recognise that work-related stress has a negative impact on employees' wellbeing, and that it can take many forms and so needs to be carefully analysed and addressed at an organisational level.

The Wellbeing for Staff Policy expands upon the School's Health and Safety policy, setting out how the School will promote the wellbeing of employees by:

- Creating a working environment where potential work-related stressors, as far as practicable, are avoided, minimised or mitigated through good management practices, effective policies and staff development.
- Increasing 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 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 wellbeing 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.

## **3. Responsibilities for implementing the Wellbeing for Staff Policy**

### **3.1 The Governing Body and the Leadership Team will:**

- 3.1.1 Support steps taken to develop a culture of co-operation, trust and mutual respect within the School.
- 3.1.2 Positively promote and champion good management practices and the establishment of a work ethos within the School which discourages assumptions about long term

commitment to working hours of a kind likely to cause stress and which enables employees to maintain a reasonable “work life balance”.

- 3.1.3 Promote effective communication and ensure that there are procedures in place for consulting and supporting employees on changes in the organisation, to management structures and working arrangements at both a School-wide and departmental level.
- 3.1.4 Encourage initiatives and events that promote health and wellbeing. For example: Staff social and/or fitness events and the Bart’s Buddies Scheme.
- 3.1.5 Provide training and develop arrangements to enable managers and staff to achieve the necessary competencies in relation to the good management practices.
- 3.1.6 Ensure that there are arrangements in place for communicating the content of the School’s policies and procedures to managers and staff.
- 3.1.7 Seek the views of employees on the effectiveness of the Wellbeing for Staff Policy and stress management arrangements via the annual staff survey, feedback from Staff Forum, specific departments subject to local risk assessments and Unions, as required.
- 3.1.8 Monitor the wellbeing of staff through the management data provided to the People Committee.

### 3.2 Line Managers and Supervisors will:

- 3.2.1 Treat individuals reporting to them with consideration and dignity, and will 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.
- 3.2.2 Ensure that there is good communication within their team and there are opportunities for individuals to raise concerns about their work, seeking advice from Human Resources and/or the Business Manager (Health and Safety Officer) at an early stage where concerns are raised.
- 3.2.3 Adhere to the sound management principles set out in the School’s policies and procedures.
- 3.2.4 Attend training as appropriate in order to increase their awareness of the causes and effects of work-related stress.
- 3.2.5 Co-operate with the Business Manager and Human Resources to ensure that risk assessments are undertaken for roles or working practices that may give rise to work-related stress.
- 3.2.6 Encourage their staff to participate in events and initiatives undertaken by the School to promote wellbeing and more effective working.
- 3.2.7 Take action in the interests of all their colleagues where performance by a member of staff may cause stress to their colleagues.

### 3.3 Employees will:

- 3.3.1 Treat colleagues and all other persons with whom they interact during the course of their work with consideration, respect and dignity.
- 3.3.2 Co-operate with the School’s efforts to implement the Wellbeing for Staff Policy, attending briefings and raise their own awareness of the causes and effects of stress on health.

- 3.3.3 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 wellbeing.
- 3.3.4 Take responsibility for their own health and wellbeing by adopting healthy lifestyles.
- 3.3.5 Take responsibility for their own skills development as one of the means to enable them to work effectively in their team and so reduce the risk of stress.
- 3.3.6 Take responsibility for working effectively in their assigned roles, thus helping to avoid causing stress to their colleagues.

#### 3.4 Human Resources will:

- 3.4.1 Provide advice to managers and employees, as required.
- 3.4.2 Develop policies and procedures in liaison with the Business Manager and Headteacher, , as required.
- 3.4.3 Ensure there are arrangements in place to support individuals experiencing stress, referring them to the School's Occupational Health advisors where appropriate.
- 3.4.4 Ensure there are arrangements in place to support managers experiencing problems with employee performance.
- 3.4.5 Collate management information for the Headteacher and Governor's People Committee, which will enable the School to measure its performance in relation to stress management and employee wellbeing, such as:
  - Sickness absence data;
  - Staff turnover, exit interviews;
  - Number of referrals to the Occupational Health advisors;
  - Numbers of grievance and harassment cases.
- 3.4.5 Regularly advise all staff through the Staff Bulletin, of a list of useful contacts for support and advice on a variety of wellbeing topics.
- 3.4.6 The Human Resources Manager will act as the School's Mental Health First Aider.

#### 3.5 The Business Manager (Health and Safety Officer) will:

- 3.5.1 Ensure that the Wellbeing for Staff Policy is kept under review and updated as appropriate, in line with Health and Safety guidance.
- 3.5.2 Maintain and review the School's Stress Risk Assessment.
- 3.5.3 Assist and support managers to undertake local stress risk assessments, where required.

#### 3.6 The Staff Forum will:

- 3.6.1 Act as a focus group for communicating and consulting on general staff wellbeing, raising staff concerns and suggestions for consideration.
- 3.6.2 Provide gifts to staff who are absent due to long term sickness, maternity, paternity leave, or are celebrating important events such as weddings.

## **4. Arrangements for implementing the Wellbeing for Staff Policy**

### **4.1 Risk Assessment**

The School has a Stress Risk Assessment available in the shared area: New Topics/ Admin and Staff Area/Risk Assessments/Whole School.

Where gaps in arrangements are identified, the Business Manager (Health and Safety Officer) will consult with the Staff Forum, Human Resources and other relevant departments and advise the Leadership Team so that the necessary action can be taken to address any shortcoming in policies and procedures.

### **4.2 Good management practices**

These include the following, which will be reviewed when deemed necessary by the findings of stress risk assessments:

- Recruitment and selection procedures.
- Clear job descriptions and person specifications to ensure that the 'right' person is recruited for the job.
- Agreed knowledge, skills and behaviours for managers, to be cascaded through to all levels of management and supervision.
- Training and Development procedures to ensure that individuals have the necessary skills and competencies to undertake the tasks/duties required of them.
- Promotion and reward procedures.
- Managing performance procedures.
- Capability, absence management and return to work procedures, to ensure that individuals are supported back into work following illness.
- Suitable adaptations for disability.
- Harassment and anti-bullying procedures.
- Procedures for communicating with employees on the work of the School and issues affecting their work.
- Flexible working arrangements, and contact days for staff on maternity leave.
- Communication of Policies all Policies and Procedures to staff through Induction, Staff Bulletins and specific training as required.

## **5. Data Protection.**

6.1 The School respects your right to privacy and has put in place adequate policies and safeguards to protect your information and comply with the General Data Protection Regulations (GDPR) 2016 and the School's Data Protection Policy. Full details of how we use your information can be found on the Staff Privacy Notice on the School's website. If you require more information, please contact the Data Protection Officer, Email: [DPO@stbarts.co.uk](mailto:DPO@stbarts.co.uk).

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Signed by Chair of Governors

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Date