

## Staff Well-Being Policy

This policy (and the procedure outlined within) applies across all partner schools in the Stephen Sutton Multi-Academy Trust (SSMAT). It is available on the SSMAT website and is accessible from our schools' websites.

### **POLICY APPROVAL and REVIEW**

Review date: **Nov. '18**

Approval needed by: **Trust Board**

Adopted: **Dec. '18**

Next review date: **Dec. '20**

## **1. Introduction / Overview**

- 1.1 Stephen Sutton Multi-Academy Trust (SSMAT) is committed to supporting the physical and mental well-being of all its employees. The Trust recognises that performance and well-being are strongly related and that achieving a reasonable balance between work life and home life leads to improved individual and organisational performance.
- 1.2 Colleagues who are contented, satisfied and feel aligned with the ethos of the organisation for whom they work, will give of their best, have fewer periods of sickness absence and be committed to their job and their employer.
- 1.3 Across its partner schools, SSMAT is committed to having:
  - a characteristically values-based work environment, with a strong unity of purpose, where colleagues are treated with respect;
  - line managers who are confident, compassionate and well trained in people management skills;
  - positive working relationships between colleagues, with good team-working, open communication, co-operation and a flexibility of approach; and
  - colleagues who develop continuously, personally and professionally.

## **2. Aims**

- 2.1 SSMAT and its partner schools aim to:
  - attract and retain the right people, playing the right roles, leading to strong outcomes for young people;
  - assist colleagues in optimising their personal and professional development, and the contribution they make to students outcomes, in a supportive and positive environment;
  - manage risks to colleagues' wellbeing, and provide appropriate and timely training and support;
  - encourage colleagues to have honest conversations with their line managers, and with senior colleagues, when they are in need of further support;
  - ensure that line managers recognise the signs when colleagues in their teams need support and that they have the skills and judgement to manage these situations sensitively and effectively;
  - reduce sickness absence by employing effective preventative approaches;

- formulate work-life balance solutions for individual colleagues, including flexible working arrangements, where possible and appropriate, whilst maintaining a strong focus on effective operational delivery and strong student outcomes;
- ensure that there constructive and collaborative dialogue, about staff well-being and workplace approaches, between trade union representatives, senior staff and governors;
- operate fairly and consistently, complying fully with health and safety and equality legislation.

### **3. Responsibilities**

#### **3.1 Trust Board, Executive Director and Trust Business Manager**

The Trust Board is responsible for reviewing this policy and for ensuring that the Trust fulfils its legal duty of care to employees and that the broad aims of the policy are realised through the approach that is adopted across partner schools. The Board is supported through the work of the Executive Director and Trust Business Manager, who support and liaise with the Headteachers of the partner schools. The Executive Director and Trust Business Manager (as appropriate) meet with regional trade union representatives on Trust-wide issues concerning staff well-being.

#### **3.2 Governing Body and Headteacher**

The Governing Body and Headteacher of each partner school ensures that health and well-being are a primary consideration in their school and that the Trust's policy is implemented effectively. The Headteacher and other senior staff (as appropriate) meet with colleagues and trade union representatives to discuss school-based issues relating to staff well-being.

#### **3.3 Line Managers**

Line managers are responsible for familiarising themselves with the relevant organisational policies to ensure that measures are in place (in relation to their team) that minimise the risks to colleagues' wellbeing. Line managers can reduce the risks to colleagues' health and well-being by:

- ensuring that colleagues understand their role - what is expected of them and how individual and team performance are assessed;
- fostering a team culture, where open communication is respected and encouraged, and everyone's contributions are valued equally, leading to high levels of motivation and morale;
- ensuring that colleagues know who to approach with concerns about their work or wellbeing;

- ensuring that departmental areas, workstations, equipment and resources are appropriate and fit for purpose;
- providing clear direction and support regarding tasks for completion, giving regular feedback and praise and addressing individual workload issues to ensure a fair and reasonable balance of work across the team;
- following the relevant policies, as appropriate to the situation, and taking decisive action to minimise the risks to colleagues' wellbeing.

### 3.4 Colleagues

Everyone has a responsibility for managing their own health and well-being, ensuring that they attend work on a regular basis and in a condition whereby they can fulfil their contract of employment and make an effective contribution. Colleagues can do this by adopting good health behaviours by and informing their line manager (or the Headteacher, as appropriate) if they believe that their work or the work environment poses a risk to their well-being. The Trust and its partner schools are committed to supporting disabled colleagues, and colleagues with disabling conditions, by working with them to attempt to remove any barriers to their well-being and effectiveness. Any personal information disclosed about health and well-being is treated sensitively.

## 4. Occupational Health Service

- 4.1 A comprehensive Occupational Health Service (OHS) is available for the benefit of all Trust employees. The OHS supports partner schools' support for staff wellbeing by providing:
- individual consultations;
  - pre-employment screening;
  - 'fitness for work' assessments;
  - advice on return to work plans and rehabilitation back into work;
- 4.2 Where colleagues believe that their work, or some aspect of it, is putting their well-being at risk, they should, in the first instance, speak to their line manager. As appropriate, the line manager consults the Headteacher, or relevant senior manager (where delegated), who, as appropriate, makes a referral (with the colleague's consent) to the OHS. Discussions between colleagues and OHS professionals are confidential, but a report is provided to the Headteacher / senior manager, so they have advice from a medical professional on how to best support the colleague.
- 4.3 A referral to the OHS will also be considered by the Headteacher / senior manager, where there are attendance-related concerns. This will only be done with the consent of the colleague concerned. The Trust's 'Managing Attendance at Work Policy' provides more detail on how this works in practice.

## 5. Staff Counselling Service

5.1 SSMAT offers a counselling service, 'Thinkwell' (, providing support for any colleague who needs emotional support with access to professionals. Colleagues can access this service themselves or through their Headteacher / relevant senior leader and are provided with a login on induction and access the service through:

<https://www.intra.staffordshire.gov.uk/healthsafetywellbeing/ThinkWell/ThinkWell.aspx>

5.2 Individual colleagues are entitled to a programme of six telephone counselling sessions. Where more sessions are needed, the Headteacher / relevant senior manager will consider the funded continuation of the support.

## 6. Staff Benefits Package

6.1 SSMAT provides a staff benefits package, 'You at Work', for its employees. The package is reviewed annually and currently includes the following schemes:

- childcare vouchers;
- car salary exchange (leasing);
- 'cycle to work' scheme; and
- Dining / leisure card

In addition to the SSMAT benefits package (as above), there are a variety of other discounts available to colleagues through the scheme. Colleagues are given a login on induction so that they can access the SSMAT portal area. More general information on the scheme can be found at:

<https://stephensuttonmat.youatwork.com>

## 7. Relationship to Other Policies

7.1 This policy should be read in conjunction with other policies and procedures, including:

- Managing Attendance at Work Policy
- Flexible Working Policy
- Time Off (Non-Sickness) Policy
- Health and Safety Policy

*Stuart Jones; Nov. '18*