



Stress, Mental Health and Wellbeing Policy – Staff

The Children's Endeavour Trust comprises:

Abbot's Hall Community Primary School
Bosmere Community Primary School
Broke Hall Community Primary School
Chilton Community Primary School
Combs Ford Primary School
Freeman Community Primary School
Springfield Junior School
Whitehouse Community Primary School

Document Control

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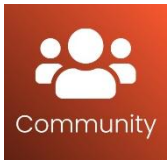
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1. CET Strategic Plan Links



At Children's Endeavour Trust, one of our key values is community. We recognise that wellbeing can be emotional, social and economic and can affect physical and mental health. It encompasses all areas of life - work, education, training or recreation, domestic, family and personal domains.

Our approach to wellbeing is underpinned by key sections and aims in our strategic plan:

A. Leadership, vision, culture and ethos

- A1. To sustain the Trust vision, drivers and ethos and emphasise '(eight schools) one organisation.'
- A2. To realise a culture of professional learning in all CET schools which leads to improved success for all (outward facing, research literate and evidence based).
- A3. To review Schemes of Delegation and Terms of Reference to ensure they are clear and optimal in fulfilling core functions of school governance.
- A4. To train and support school leaders and governors to ensure clarity and impact around roles and responsibilities.
- A5. To progress the Trust's Equality Priority Objectives and have due regard to the need to: 1) Eliminate discrimination. 2) Advance equality of opportunity 3) Foster good relations across all characteristics.

B. People and partners

- B1. To refine and develop structured opportunities for staff to develop, collaborate and share best practice
- B2. To increase Trust CPD offer for support staff.
- B3. To embed common principles for appraising staff and identify further priorities for staff development.
- B4. To bring uniformity in expectations for staff working at similar levels in different schools.
- B5. To maximise use of the Apprenticeships Levy and provide opportunities for leaders and support staff.

C. Teaching, learning, curriculum and assessment

- C1. To realise a culture of professional learning in all CET schools which leads to improved success for all.

D. Quality Assurance and Accountability

- D3. To leverage Trust expertise and capacity to enable effective, efficient compliant and best practice operational, financial & business management.

E. Growth/Partnerships

- E1. To consolidate the greater capacity of the Central Team and ensure it provides an efficient service to schools.

2. Why Mental Health and Wellbeing is important

At Children's Endeavour Trust we believe that good mental health and wellbeing of our staff is vital to organisational success and sustainability. We also know that in order for our staff to support the ongoing mental health of our children, it is essential that we support our workforce in the same way. A healthy, happy workforce means we can:

- Better support our children to learn and succeed
- Enhance our reputation as an employer who cares
- Improve staff morale and performance
- Reduce sickness absence
- Increase attendance
- Improve staff retention

We are committed to the following principles:

- Identifying and reducing workplace stressors
- Supporting staff who are experiencing mental health problems
- Tackling the causes of work-related mental health problems
- Promoting wellbeing for all staff

3. Definition of Stress

The Health and Safety Executive define stress as *“the adverse reaction people have to excessive pressure or other types of demand placed on them”*. This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress which can be detrimental to health.

4. Definition of Mental Health and Wellbeing

We endorse 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 her or his community”

We understand that mental health and wellbeing is not just the absence of mental health problems and we want our staff to:

- Enjoy working in a safe, open and supportive workplace environment and culture that supports mental health, promotes wellbeing and prevents discrimination
- Be aware of mental health and 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.

5. Links to other Policies

This policy is not intended to stand alone and links to other HR policies and procedures such as the Staff Code of Conduct, Leave of Absence Policy, Staff Absence Management Policy, Appraisal Policy, Flexible Working Policy, Menopause Policy.

6. Roles and Responsibilities

Supporting activities that enable good mental health and wellbeing in the workplace is the responsibility of all employees.

Children’s Endeavour Trust expects line managers within the Trust to manage staff in a manner which is not detrimental to mental health and which, at its best, can positively promote wellbeing. We expect all staff to be aware of and alert to the wellbeing of those around them not only as a line manager but also as a colleague.

All employees should strive to achieve a healthy work life balance by regularly taking uninterrupted lunch breaks, refraining from sending work-related emails out of hours, taking annual leave and resting after busy periods, with senior staff leading by example. Weekend and evening emails should be kept to a minimum and only sent where it is absolutely necessary for the smooth running of the schools or where there is an urgent reason for doing so.

All employees have a responsibility to promote a positive working environment that helps them and their colleagues to feel included, supported and empowered to talk about mental health openly and without judgement.

Employees are also responsible for accessing support when they need it and raising any concerns with their line manager. Equally, a member of staff with a genuine concern that a colleague may need a little extra care or support, should notify their line manager at an early opportunity so that this may happen.

7. Engaging with Staff

Children's Endeavour Trust is committed to identifying what can be done to further reduce work related stress and support greater wellbeing. Laura Carr, Headteacher at Chilton, is the wellbeing advocate within the Trust Leadership Group.

We engage with staff annually via the employee survey and from this we are developing a greater insight into the needs and requirements of our workforce, which has fed into the development of this policy. We also evaluate every CPD event we provide.

We are working to develop a culture of openness whereby the whole of the staff team feel empowered to talk about mental health and put forward their ideas about how Children's Endeavour Trust can support this even further. We intend to continue our efforts to engage with our staff teams in the ways outlined above and via the routine channels of communications that already exist in our schools, such as team meetings, 1:1 meetings, senior leadership meetings, performance management meetings and drop in sessions.

The feedback from our employees will always drive Children's Endeavour Trust's actions and efforts to promote positive mental health and wellbeing.

8. Raising Awareness of Mental Health and Positive Wellbeing Strategies

In many workplaces mental health often goes unnoticed. Too often, employees are scared to talk to their manager and as a result, problems can spiral. Children's Endeavour Trust aims to raise awareness by embedding mental health support into induction procedures and training.

9. Positive Working Relationships and Social Connections

Children's Endeavour Trust strives to make the workplace a mutually supportive environment where good work relationships are allowed to thrive, by:

- Promoting a culture of teamwork, collaboration and information-sharing
- Promoting positive behaviours to avoid conflict and ensure fairness
- Ensuring robust policies on bullying and harassment are in place well publicised and followed
- Encouraging exercise to boost staff health, team work and mental wellbeing

- Offering buddy system for new starters to help them gain confidence and develop new skills
- Celebrating the successes of teams and individuals in a variety of ways
- Encouraging cross trust networking both socially and professionally

10. Providing the Right Level of Support to Staff when it is needed

We recognise that many behaviours and emotional problems can be supported either within Children's Endeavour Trust or sometimes with advice from external professionals. Some staff will need more intensive support at times, and there are a range of mental health professionals and organisations that are available to staff within Children's Endeavour Trust.

Sources of other relevant support include:

- Our Employee Support Service <https://carefirst-lifestyle.co.uk> organisation code: SCS4S / password SCHRC123
- Senior leadership teams
- Occupational health
- Counselling services
- NHS Mental Health Services
- MIND
- Samaritans

Line managers will routinely take stock of individual staff wellbeing and mental health to help assess the impact of current approaches and plan further improvements to enhance morale. This will usually take place in 1:1 meetings, performance management meetings and supervision meetings.

Children's Endeavour Trust recognises the benefit of regular 1:1 meetings for both employer and employee, and the value they bring in early identification of potential concerns. Whilst we recognise that 1:1s are not always possible due to teaching schedules and working times, clear and regular lines of communication are essential, especially for those working in isolation.

SLT and team leaders should have the wellbeing of their teams at the forefront of their working practice, and as such look for evidence of things being ok, whilst also being alert to subtle changes that may indicate that a conversation may be needed to check-out where people are. SLT should be mindful of the where and when such a conversation happens and that a response of, '*I'm fine*,' may not be a true reflection of the situation, which might require a second check-in along with continued observation.

11. Recruitment

Supporting wellbeing starts with getting the right person for the job. If there is a mismatch between a new recruit and for example, our workplace, or their skills and abilities or Children's Endeavour Trust's vision /values, it can lead to stress.

As a Trust we will always be realistic about the role being offered and our expectations, and will take care to select people based on their skills, competencies and realistic potential during the selection process.

It is important that we provide a fair and unbiased recruitment process and as an employer we are committed to promoting and protecting the wellbeing of all our staff, which we reference in our recruitment advertising

Recruitment decisions will always be based on whether candidates have the necessary qualifications and competence for the job, without making assumptions about their health or disability.

12. Induction

We understand that starting a new role can feel both exciting and overwhelming and recognise that delivering an effective induction programme is important in reducing any concerns.

To assist with this, each new starter will, as part of their induction, be assigned a buddy to help and support them throughout the probationary period and often beyond.

13. Responding to Disclosure

In the event that a wellbeing / mental health disclosure is made by a member of staff, early intervention is important. Their line manager should meet with them at the earliest opportunity to talk about their individual situation, so that the right level of support can be identified. This conversation should always take place in a safe, quiet place and be conducted with empathy, common sense and care.

14. Supporting an Employee when they are Unwell and Off Sick

Sometimes an employee may need time off work to recover, recharge or adapt to changing situations. Managing this sensitively and carefully is key in shaping how well and how quickly people are able to get back to feeling healthy and are able to work again.

15. Supporting People to Return to Work

Effective return to work discussions have a part to play in ensuring that mental health problems are identified at an early stage and these should be carried out in a timely fashion following any absence regardless of duration.

Before the meeting, managers should let the individual know what to expect from the discussion and make it clear that its purpose is to support them to make a successful and lasting return to the workplace and address any on-going health needs they may have.

16. Workplace Adjustments

Workplace adjustments for wellbeing/mental health are often quite small, simple, practical and cost-effective changes. They could include anything from offering rooms for quiet work, to starting a buddy system. Often the change is not physical, but about attitude, expectation or communication within the school community.

Employers have a legal duty to make reasonable adjustments once they are aware that something about work is causing a concern for someone with wellbeing/mental health issues/disability.

17. Building Mental Health Confidence

As a Trust, it is important to us to help build mental health confidence by boosting employees' knowledge and skills so they are able to better manage their own mental health and improve their ability to support others.

We recognise that ensuring staff and managers have a good understanding of mental health, and the factors that affect workplace wellbeing, is essential for building a healthy, happy and productive workforce and we will do this by:

- Embedding mental health in our induction and training and ensuring our staff are given information on how best to manage mental health and what support is available
- Raising the profile of mental health by opening talking about positive mental health
- Making the most of internal communications and raising awareness to myth bust, share factsheets, tips for managers, useful web links and FAQs etc.
- Offering training to line managers where appropriate to ensure they are fully supported in their role

Appendix A

NHS Five Stages to Mental Wellbeing

NHS Five Stages to Mental Wellbeing (This poster should be printed and displayed throughout our schools to support staff wellbeing).



Evidence suggests there are 5 steps we can all take to improve our mental wellbeing. If you give them a try, you may feel happier, more positive and able to get the most from life.

Give to others – even the smallest act can count, whether it's a smile, a thank you or a kind word. Larger acts, such as volunteering at your local community centre, can improve your mental wellbeing and help you build new social networks.

Be active – you don't have to go to the gym. Take a walk, go cycling or play a game of football. Find an activity that you enjoy and make it a part of your life.

Keep learning – learning new skills can give you a sense of achievement and a new confidence. So why not sign up for that cooking course, start learning to play a musical instrument, or figure out how to fix your bike?

Connect – connect with the people around you: your family, friends, colleagues and neighbours. Spend time developing these relationships.

Take notice/be mindful – be more aware of the present moment, including your thoughts and feelings, your body and the world around you. Some people call this awareness "mindfulness". It can positively change the way you feel about life and how you approach challenges.