



St Wilfrid's  
Church of England Academy

# Staff Mental Health and Wellbeing Policy

(Non Statutory Policy)

**"God's peace, which is far beyond human understanding,  
will keep your hearts and minds safe in Christ Jesus"  
[Philippians 4:6-7]**

Created by: Mrs S Stamford

Date presented to governors: 15 October 2020

Review Date: Autumn Term 2023

For internal use

Link to other policies:

- Health & Safety Policy
- Staff Attendance Management Policy

**St. Wilfrid's C of E Academy**  
**Staff Mental Health and Wellbeing Policy**



## Contents

<b>1. POLICY STATEMENT.....</b>	<b>3</b>
<b>2. RATIONALE.....</b>	<b>3</b>
<b>3. POLICY AIMS.....</b>	<b>3</b>
<b>4. STATEMENT OF INTENT .....</b>	<b>4</b>
<b>5. ROLES .....</b>	<b>5</b>
5.1. THE GOVERNING BOARD WILL:.....	5
5.2. THE PRINCIPAL WILL:.....	5
5.3. STAFF MEMBERS WILL:.....	5
5.4. PRACTICAL ACTIONS TO SUPPORT NEW STAFF .....	6
<b>6. PROCEDURES FOR HANDLING ISSUES OF WELLBEING.....</b>	<b>6</b>
<b>7. PROCEDURES TO PROMOTE STAFF WELLBEING .....</b>	<b>6</b>

## 1. Policy statement

The passage from St. Paul's letter to the Philippians assures the followers of Christ that God's peace is always there for His people, even when they feel that they are beyond human help. St Paul is encouraging them to reach out to God at such times. Here at Saint Wilfrid's we aim to enable all to engage with this message by providing quality experiences for all our staff which will nurture and support their mental health and sense of wellbeing. Therefore, ensuring that....

*"Mental health is 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." [World Health Organisation]*

In our academy our Christian vision shapes all we do:

Our vision is 'Lord Direct us to Live life to the full', rooted in John 10 v 10. Whilst Learning, we are Inspired, develop Values through Experiences so that each member flourishes in this life whilst preparing for the next. This echoes our motto '*Domine dirige nos: 'Lord direct us'.*

## 2. Rationale

We aim to promote positive mental health and wellbeing for every member of our staff, within a Christian setting, supported by our academy's Vision and values, recognising and responding to need as it arises. As a church academy, our relationships and care for each other are rooted in the Christian concepts of love and compassion and this policy has these imperatives at its heart.

The Academy, as employer, has a duty to ensure the health, safety and welfare of its employees as far as is 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 Academy'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.

## 3. Policy Aims

As a community, supported by our Christian Vision and values, we aim to:

- develop a healthy, motivated workforce that is able to deliver a high standard of education to students;
- help ensure that our Academy promotes the health and wellbeing of all staff members; recognising the impact work can have on employees' stress levels, mental and physical health;
- encourage an atmosphere in which members of staff feel comfortable in asking for help when it is needed;
- recognise that excessive hours of work can be detrimental to staff health and effectiveness;
- communicate the importance of a work-life balance to all staff and to ensure that all policy updates are communicated regularly;

- respond sensitively to external pressures which affect the lives of staff members;
- provide staff with training to deal positively with stressful incidents and give them a sense of confidence to deal with emergencies;
- make staff members aware of the channels which can be used to manage and deal with stress or work-related health and wellbeing issues.

The Health and Safety Executive [HSE] has 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, 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.

The Academy will self-assess its performance on wellbeing and stress management in the context of the HSE Management Standards.

#### **4. Statement of Intent**

The Academy's Governors and Senior Managers acknowledge the potential impact that work has on an individual's physical and mental health and that there is a moral and legal duty for taking steps to promote employee wellbeing as far as is reasonably practicable. There is the commitment 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 Staff Mental Health and Wellbeing Policy expands upon the Academy's Health and Safety Policy setting out how the Academy will promote the wellbeing of employees by:

- creating a working environment where potential work-related stress is, as far as is practicable, avoided, minimised or mitigated through good management practices, effective Human Resources 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 through the Knowledge, Skills and Behaviours framework, so that they manage staff effectively and fairly;
- engaging with staff to create constructive and effective working partnerships, both within teams and across the academy;
- 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.

## **5. Roles**

### **5.1. The Governing Board will:**

- take overall responsibility for implementing this policy and ensuring that staff, including the Principal, enjoy a reasonable work-life balance;
- adopt 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 academy;
- ensure that clear procedures are in place that will minimise the levels of stress caused to staff when following formal procedures such as the Capability or Disciplinary Policy;
- provide a range of strategies for involving staff in the academy decision making processes;
- review the demands on staff and seek practical solutions wherever possible;
- provide personal and professional development such as stress management, team building, etc.

### **5.2. The Principal will:**

- ensure that all staff enjoy a reasonable work-life balance and lead by example in this regard;
- support the governing body in ensuring that strategies are implemented to effectively manage and, where necessary, reduce employee stress;
- ensure that staff are aware of the sources of support available to them and encourage them to participate in events and initiatives undertaken by the Academy to promote wellbeing and more effective working;
- adopt academy policies and provide clear guidance regarding time-off for public or trade union duties, or for personal reasons
- create reasonable opportunities for employees to discuss concerns and enable staff to do so in an environment where stress is not considered a weakness;
- monitor and review any measures that are planned and assess their effectiveness;
- conduct risk assessment for work-related stress in consultation with senior staff;
- make individual interventions such as short-term rehabilitation and return to work plans, and longer-term reasonable adjustments to work.

### **5.3. Staff members will:**

- assist in the development of good practice and ensure that they do not, through their actions or omissions, create unnecessary work for themselves or their colleagues;
- take responsibility, where possible, for their own health and wellbeing by adopting healthy lifestyles;
- ask their Line Manager for help or support if they feel there are work issues that are causing them stress and having a negative impact on their well-being. This includes understanding that a good relationship requires communication from both parties and therefore it is important that issues are raised at the earliest possible moment so that effective strategies can be put in place to manage workloads;
- identify opportunities for development and take advantage of those offered by the academy;
- apply for any requests for leave of absence in advance and be honest about sickness absence leaves;
- share their views, ideas and feelings about all issues concerning the academy at formal meetings and informal gatherings.

#### **5.4. Practical actions to support new staff**

- All new staff will receive the staff induction pack/staff handbook, including photographs of key personnel. This will include all important policies, or their location, and will include this policy on health and wellbeing.
- All staff will be made to feel welcome and given as much support as required.

### **6. Procedures for handling issues of wellbeing**

- The Senior Leadership Team must encourage the creation and maintenance of an atmosphere where all staff members feel comfortable asking for help or raising concerns. The Senior Leadership Team should be sensitive to any problems which may cause the employee stress-related issues and should act in a professional, fair, consistent and timely manner when a concern arises.
- Where additional, professional advice is required, the academy has contacts with Occupational Health Professionals and Human Resource experts and these avenues should be utilised.
- The academy will provide support to any employees facing high levels of stress in the workplace, as well as other work-related issues which are having/have the potential to have negative impacts on the staff member's health and wellbeing. The various options for dealing with such issues should be discussed with staff members where appropriate. In some cases, this may include external support such as the teacher helpline or external support e.g. counselling.
- During this time, the academy will ensure that the staff member's privacy and dignity is respected. This means maintaining confidentiality, upholding the employee's rights and dealing with the employee with tact and sensitivity.

### **7. Procedures to promote staff wellbeing**

- Weekly communication via morning staff briefing (Tea and toast)
- Continuing professional development for all staff
- A designated quiet area for reflection, prayer, 'space'.
- Opportunities for voluntary staff prayer meetings/Eucharists.
- Performance management.
- All staff encouraged to contribute to the Academy Development Plan.
- Recognition of staff successes.
- LIVE Nominations for all staff (awarded by students or staff)
- An annual celebration service for staff, giving thanks for their work and dedication, including those who are leaving the academy.
- Rooms/areas for each faculty to relax, work and support colleagues.
- Consultative LA meetings to give staff the opportunity to voice concerns and to have their views sought.