

Frank Field Education Trust



Staff Engagement and Wellbeing Policy (DRAFT)

Policy Information:

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Adopted by Board	
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Approved by CEO:

Tom Quinn

Approved by Chair of Trustees:

Dr Chris Hampshire



Frank Field
Education Trust

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1 AIMS

This policy aims to:

- Support the wellbeing of all staff to avoid negative impacts on their mental and physical health
- Provide an engaging and supportive work environment for all staff
- Acknowledge the needs of staff, and how these change over time
- Allow staff to balance their working lives with their personal needs and responsibilities
- Help staff with any specific wellbeing issues they experience
- Create sustainable outcomes across the Trust over a prolonged period, in individual staff, and individual school's performance
- Ensure that staff understand their role in working towards the above aims

2. PROMOTING WELLBEING AT ALL TIMES

Strong staff engagement and wellbeing is essential for cultivating an engaged staff team, a mentally healthy school, for retaining and motivating staff and for promoting pupil wellbeing and attainment.

2.1 ROLE OF ALL STAFF

All staff are expected to:

- Treat each other with empathy and respect
- Keep in mind the workload and wellbeing 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 wellbeing and let other members of staff know when they need support
- Follow the Trust or individual school's policy on out-of-school hours working, including guidance on when it is and isn't reasonable to respond to communications
- Contribute positively towards morale and team spirit
- Use shared areas respectfully, such as the staff room or offices
- Take part in training opportunities that promote their wellbeing

2.2 ROLE OF LINE MANAGERS

Line managers are expected to:

- Maintain positive relationships with their staff and value them for their skills, not their working pattern
- Provide a non-judgemental and confidential support system to their staff
- Take any complaints or concerns seriously and deal with them appropriately using the Trust or individual school's policies
- Monitor workloads and 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
- 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 have support meetings with them if any patterns emerge
- Conduct return to work interviews to support staff back into work

- Conduct exit interviews with resigning staff to help identify any engagement or wellbeing issues that led to their resignation

2.3 ROLE OF SENIOR STAFF

Senior staff 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 wellbeing 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 are made
- 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 Trust or individual schools
- Establish a clear policy on out-of-school hours working, including on when it is and isn't reasonable for staff to respond to communications, and provide clear guidance to all stakeholders
- 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 engagement and wellbeing, such as training and learning and development opportunities
- Promote information about, and access to, external support services, and make sure that there are clear routes in place to escalate a concern in order to access further support
- Organise extra support during times of stress, such as Ofsted inspections

2.4 ROLE OF THE GOVERNING BOARD / TRUST BOARD

The Governing Board / Trust Board is expected to:

- Make sure the Trust and individual schools are 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 wellbeing of the Headteacher / Principal
- Ensure that resources and support services are in place to promote staff wellbeing
- Make decisions and review policies with staff wellbeing 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

3. STAFF PULSE SURVEY

The Trust will actively support, promote and monitor the engagement and wellbeing of staff through its 'Staff Pulse' platform. The 'Staff Pulse' platform consists of regular, short, structured staff surveys made up of engagement and wellbeing-oriented questions, developed by a team of psychologists. The 'Staff Pulse' survey aims to:

- Provide staff with an opportunity to provide regular, honest and anonymous feedback on how they are finding things / how they are feeling within their current role and within the school as a whole.
- Provide the Trust and school Principals with quantifiable feedback, once per academic term on the level of staff engagement and wellbeing across the Trust and within individual schools.
- Identify trends across the year, allowing the Trust and individual schools to recognise, and determine areas where improvements could be made, upon the receipt of any negative feedback.
- Identify trends across the year, allowing the Trust and individual schools to recognise, and determine areas where practices / approaches could be mirrored / recreated elsewhere within the Trust or in individual schools, upon the receipt of any positive feedback.
- Allow the Trust and individual schools to put action plans into place to improve upon negative feedback received, and to maintain levels of performance where positive feedback is received.
- Give staff a 'voice', by showing them that their opinions matter, and that they are being listened to.

4. MANAGING SPECIFIC WELLBEING ISSUES

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

Where possible, support will be given by line managers or senior staff. This could be through:

- Giving staff time off to deal with a personal crisis
- Arranging 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.

5. OTHER STAFF BENEFITS

The Trust will actively support and promote the use and uptake of other engagement and wellbeing related staff benefits to all of its' staff. Other staff benefits available to Trust staff include:

- **MEDICASH HEALTH PLAN**

The Trust provides all staff with a Medicash health plan, which offers a wide variety of benefits from cashback, and payment of associated costs on everyday healthcare treatments and checks, in addition to virtual guides and tools which can be used and accessed from home, such as virtual GP and digital physiotherapy. This benefit is also available to the children of members of staff with an active policy, at no cost to the staff, with the benefit extended to partners of Trust staff at a reduced cost.

- **EMPLOYEE ASSISTANCE PROGRAMME (EAP)**

Provides staff with 24-hour access to confidential support, professional advice and short-term counselling to help them deal with personal and work- related problems.

Our EAP is aimed to be a positive, preventative programme of information, advice, training and services that help staff deal with events and issues in their everyday work and personal life.

Key benefits include:

- An additional and valuable part of the staff benefit package at no extra cost.
- Designed to help towards reducing the impact of absence, as staff have access to support and tools whilst they're at work.
- Supports the psychological and emotional health and wellbeing of our staff.
- Management reporting can help identify trends and provide objective, independent information.

Telephone support

Access to a 24/7, 365 confidential help-line. Calls are handled by experienced counsellors and advisers, who will offer support and information in a friendly, non-judgmental manner.

Telephone support is also available to the immediate family of the staff we're covering. Immediate family members include spouse, partner, registered civil partner and children aged 16 to 24 in full-time education, living in the same household.

Immediate crisis intervention

Critical incidents can happen anywhere, anytime.

Qualified counsellors are on hand 24/7, 365 to provide support in coping in the aftermath.

Legal information service

Free information and links to legal guidance on many aspects such as debt management, lawsuits, consumer or property disputes. Please note this service does not give legal advice.

Online support

Access to factsheets, legal guides, manager guides, links and podcasts on how to cope with life events such as buying a house, giving up smoking or coping with stress.

Mobile app

Access to a wealth of information on your iOS or Android device. Search 'My Healthy Advantage' in the App Store or Google Play.

Once personally signed up, all staff will be able to log in and then access the application at any time. A health risk tool is also available and enables staff to set and track goals to improve their health.

Manager consultation/ coaching

A free service where line managers can discuss difficult or challenging situations and receive help on how to deal with them.

Medical information

Recommendations, practical information and advice on medical or health-related issues from qualified professionals.

- **CYCLE SCHEME**

Cycle Scheme is a staff benefit that saves staff on average between 26-40% on a bike and their accessories. Staff pay nothing upfront and the payments are taken in an affordable, tax efficient manner from their gross monthly salary.

- **ELECTRIC VEHICLE LEASE SCHEME**

The Trust's Electric Vehicle Lease Scheme lets staff pay for an electric vehicle each month, paying nothing upfront and the payments are taken in an affordable, tax efficient manner from their gross monthly salary.

- **TES DEVELOP**

TES Develop is a Learning and Development platform which allows staff to engage in certified CPD training, on a range of education related areas, including Safeguarding, health and safety, compliance and children's wellbeing etc. Learning is allocated and delivered either as part of individual school's specified CPD time, or can be self-directed by individual members of staff.

6. MONITORING ARRANGEMENTS

This policy will be reviewed annually.

7. LINKS WITH OTHER POLICIES

This policy is linked to our:

- Appraisal policy
- Behaviour policy
- Capability procedure
- Sickness absence policy
- Menopause policy
- Staff code of conduct
- Whistleblowing

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