



**Avenue Centre for Education**

# **STAFF WELLBEING POLICY(NEW)**

|                                 |                                |
|---------------------------------|--------------------------------|
| <b>Author:</b>                  | Senior Leadership Team         |
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Appendix 1 – Staff Workload Charter

### Staff Consultation and Policy Ratification Timeline:

| Week Commencing:               | Action  |
|--------------------------------|---|
| 24 <sup>th</sup> January 2022  | Creating a Staff Wellbeing Policy.                                  |
| 31 <sup>st</sup> January 2022  | SLT to review the policy.   |
| 7 <sup>th</sup> February 2022  | Consultation with staff and action any updates to the policy.       |
| 14 <sup>th</sup> February 2022 | Clerk to distribute the final policy to the Management Committee.   |
| 24 <sup>th</sup> February 2022 | Management Committee to ratify the Staff Wellbeing Policy.          |
| 24 <sup>th</sup> February 2022 | Management Committee to delegate policy reviews to the Headteacher. |

## **1. Statement of intent**

Avenue Centre for Education (ACE) wants to ensure that all staff are supported and encouraged to develop personally and professionally. We recognise that staff wellbeing is important to student achievement and ACE's performance.

Preventing stress is a major factor in maintaining the wellbeing of ACE's staff, which remains a key priority. In light of this, ACE understands the importance of trying to reduce and deal with stress, and the factors that may cause our staff to become stressed.

ACE is committed to making sure that the Staff Wellbeing Policy is implemented so that each individual is able to cope successfully with the demands in their lives, whatever the cause of stress.

The purpose of this policy is to outline the responsibilities of ACE and its staff members in supporting wellbeing and promoting mental health, and to advise staff on how to deal with mental health issues and prevent stress.

ACE has signed up to the DFE's Education Staff Wellbeing Charter at:

<https://www.gov.uk/guidance/education-staff-wellbeing-charter>

## **2. Staff wellbeing during Covid**

It is recognised that the Covid-19 pandemic is having an ongoing impact on the work and personal lives of all members of ACE's community, including staff. Due to the pandemic, staff are now coping with a wide range of issues and feelings, such as, fear, anxiety, vulnerability and social isolation.

Maintaining and promoting staff wellbeing is especially important during challenging times such as the current pandemic. Relationships are at the heart of ACE and are facilitated by open communication across all of the staff teams. This Staff Wellbeing Policy is particularly relevant at this time of additional stress and uncertainty and should be followed by all members of staff.

It is essential that staff members know who they can approach in the event of a wellbeing concern and that these channels are clearly communicated to all staff so that staff can take responsibility for their own wellbeing. Supporting all staff and encouraging open conversations about how they are feeling and coping will help create a positive culture around mental wellbeing. It is important to recognise that everyone is likely to experience lack of motivation and low mood at times and that this is a very reasonable emotional response to the current situation. Creating a strong sense of support as a staff team can help improve the resilience across ACE.

### **3. Aims**

The policy aims to:

- Support the wellbeing of all staff to avoid negative impacts on their mental and physical health.
- Provide a supportive work environment for all staff.
- Acknowledge the needs of staff, and how these change over time.
- All staff to balance their working lives with their personal needs and responsibilities
- Help staff with any specific wellbeing issues they experience.
- Ensure that staff understand their role in working towards the above aims.

### **4. Legal framework**

This policy has due regard to all relevant legislation and guidance including, but not limited to, the following:

- Health and Safety at Work etc. Act 1974
- Employment Rights Act 1996
- Employment Relations Act 1999
- Equality Act 2010
- The Management of Health and Safety at Work Regulations 1999
- DfE (2019) 'Workload reduction toolkit'

This policy operates in conjunction with the following ACE policies:

- Equality Statement
- Accessibility, Diversity and Equality (ADE) Policy
- Health and Safety Policy
- Sickness Absence Policy and Procedures
- Leave of Absence in Schools Policy
- Bullying and Harassment Procedures
- Code of Conduct for Employees
- Induction of New Staff Policy
- Appraisal Procedures for Teaching Staff
- Appraisal Procedures for Support Staff
- Capability Procedures for Teaching Staff
- Capability Procedures for Support Staff
- Data Protection Policy
- Grievance Procedures
- Flexible Working Request Procedures
- Stress at Work Policy

- Career Break Policy
- Menopause in the Workplace Policy
- Exit Interview Procedures for Staff and Members

## **5. Definition of mental health**

Mental Health is defined, as a state of well-being in which every individual realises their own potential, can cope with the normal stresses of life, can work productively and fruitfully and is able to contribute to his or her community (World Health Organisation).

## **6. Creating a supportive culture at ACE**

Senior leaders will clearly communicate their vision for good mental health and wellbeing to all staff. They will ensure that there are clear policies and processes in place to reduce stigma and make staff feel comfortable enough to discuss mental health concerns, staff know where to go for further information and support staff should they wish to talk about their mental health difficulties or concern's over a colleague's mental health or wellbeing.

## **7. Staff training**

Senior leaders will promote CPD to ensure that staff can recognise common symptoms of mental health difficulty, understand what represents a concern, know what to do if they believe they are developing a problem and know who to speak to in confidence.

## **8. Promoting wellbeing at all times**

All staff members are responsible for promoting wellbeing at all time at ACE.

### **8.1. Role of all Staff**

All staff members are responsible for:

- Maintaining a healthy work-life balance.
- Treating each other with empathy and respect.
- Contributing positively towards morale and team spirit.
- Promoting a positive, supportive atmosphere throughout ACE.
- Using shared areas respectfully, such as the staff room, teaching and learning areas or offices.
- Being able to recognise the early signs of stress or mental health issues in themselves and their colleagues, and being open to discussing any issues.
- Keeping in mind the workload and wellbeing of themselves and of other members of staff.
- Reporting honestly about their wellbeing and let other members of staff know when they need support.

- Supporting co-workers if they become stressed, which may include practical assistance or emotional reassurance.
- Where possible, asking for help when they feel under pressure or stressed.
- Attending events and training opportunities which promote wellbeing and health.
- Not acting in a manner which endangers themselves or others.
- Undertaking additional training and personal development opportunities.
- Reporting any concerns, they have about themselves or their co-workers' stress and/or mental health to their Line Manager and/or a member of the Senior Leadership Team.

## **8.2. Role of all Senior and Middle Leaders**

Senior and Middle Leaders are responsible for:

- Creating and promoting a positive and supportive atmosphere throughout the Pupil Referral Unit.
- Maintaining positive relationships with their staff and value them for their skills, not their working pattern.
- Promoting the efforts and successes of staff and ensuring they are recognised and celebrated.
- Providing information that helps staff to manage stress effectively.
- Providing resources to promote staff wellbeing, such as training opportunities.
- Encouraging staff to take advantage of any initiatives introduced to promote wellbeing and effective working, e.g. an employee assistance programme.
- Encouraging all staff to attend events and training opportunities that promote wellbeing and health.
- Providing a non-judgemental and confidential support system to their staff.
- Regularly communicating with staff, encouraging them to be open when discussing stress.
- Taking any complaints or concerns seriously and deal with them appropriately using the school's policies.
- Assisting in producing calendars of meetings, deadlines and events so that staff can plan ahead and manage their workload.

## **8.3. Role of Line Managers**

Line Managers are responsible for:

- Monitoring workloads and be alert to signs of stress, and regularly talk to their staff about their work/life balance.
- Ensuring new staff, they line manage, are properly and thoroughly inducted and feel able to ask for help.

- Ensuring new staff, they line manage, have received all the relevant information they require, including the procedures for raising concerns about wellbeing, as part of staff induction.
- Understanding 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.
- Helping to arrange personal and professional development training where appropriate.
- Liaising with the Human Resources Officer to:
  - Keep in touch with their staff if they're absent for long periods.
  - Monitor staff sickness absence, and have support meetings with their staff if any patterns emerge.
  - Conduct return to work interviews to support their staff back into work.
- Reporting to the Headteacher on the monitoring of all areas of staff wellbeing and mental health for their staff.

#### **8.4. Role of the Mental Health and Wellbeing Leader**

The Mental Health and Wellbeing Leader is responsible for:

- Collaborating with the Management Committee, Headteacher and SENDCo to:
  - Influence the setting of ACE's vision which creates a positive wellbeing culture and is underpinned by equality values, a system of accountability, and robust policies and procedures.
  - Ensure ACE's strategic plan includes objectives linked to improving, supporting and responding to the mental health of staff.
  - Ensure ACE has appropriate policies in place that include objectives focussed on meeting staff needs.
  - Ensure there is a whole pupil referral unit approach to mental health and wellbeing embedded within leadership practice, the curriculum, the pupil referral unit's values and ethos, and the social and physical environment.
- Ensuring at least two senior members of staff are identified as Wellbeing Officers to oversee the provision and support of mental health and wellbeing in ACE, and to ensure effective links exist with local mental health support.
- Meeting with Wellbeing Officers on a regular basis to monitor and review the impact of provision and interventions.
- Being a key point of contact with external agencies, especially the mental health support services including any Local Authority support services.
- Leading mental health CPD for all staff.
- Monitoring the wellbeing of staff.

- Ensuring all staff are supported in their roles and that actions are implemented to mitigate stress in the workplace.
- Working with the Senior Leadership Team to ensure that appropriate mental health training is put in place to support staff.
- Providing professional guidance to staff about mental health and working closely with staff members and other agencies including mental health charities.
- Reporting to the Headteacher on the successes and areas of improvement in planned interventions, and the resources that are in place.

### **8.5. Role of the Assistant Business Manager**

The Assistant Business Manager is responsible for:

- The responsibilities outlined under Line Manager and;
- Assisting to arrange events and training opportunities that promote wellbeing and health.
- Ensuring a Staff Wellbeing Survey take places at least annually.
- Reporting to the Headteacher on the monitoring of all areas of staff wellbeing and mental health.

### **8.6. Role of the Human Resources (HR) Officer**

The Human Resources (HR) Officer is responsible for:

- Liaising with the Line Managers to ensure that regular contact is maintained with members of staff who are absent for long periods of time.
- Assisting the Senior Leadership Team to ensure staff roles and responsibilities are clearly defined.
- Ensuring that written/electronic records are maintained to support the Senior Leadership and/or outside agencies make informed decisions to improve staff wellbeing and health.
- Gathering information in any cases that allow monitoring of this policy, such as, but not limited to, the following:
  - Sickness and absence data
  - Staff turnover
  - Exit interviews
  - Referrals to the counselling service
  - Referrals to other mental health services
  - Grievance cases
  - Harassment cases
- Reporting to the Assistant Business Manager and/or Headteacher on the monitoring of all areas of staff wellbeing and mental health.



## 8.7. Role of the Senior Leadership Team

The Senior Leadership Team are responsible for:

- Setting a vision which creates a positive wellbeing culture and is underpinned by equality values, a system of accountability, and robust policies and procedures.
- Putting in place a strategic plan which includes objectives linked to improving, supporting and responding to the mental health of staff.
- Leading in setting standards for conduct, including how they treat other members of staff and adhering to agreed working hours.
- Organising thorough inductions for new employees, explaining ACE's policies and code of conduct.
- Recognising mental health issues and appoint a Mental Health and Wellbeing Leader who will oversee managing and supporting staff mental health.
- Implementing CPD which equips staff with the tools needed to effectively manage stress.
- Managing a non-judgemental and confidential support system for staff.
- Ensuring all staff have read and understood this policy.
- Monitoring the wellbeing of staff through regular surveys and structured conversations.
- Ensuring accountability systems are based on trust and professional dialogue, with proportionate amounts of direct monitoring.
- Regularly reviewing the demands on staff, such as the time spent on paperwork, and seek alternative solutions wherever possible.
- Ensuring staff roles and responsibilities are clearly defined and monitored.
- Developing a sensitive performance management process that is linked to clear job specifications.
- Communicating new initiatives effectively with all members of staff to ensure they feel included and aware of any changes occurring at the school.
- Including all staff in the Pupil Referral Unit's decision-making processes, where possible.
- Ensuring that staff are clear about the purpose of any monitoring visits and what information will be required from them.
- Actively trying to eliminate stressors in the pupil referral unit, e.g. by considering the format and quantity of information it requests from the SLT.
- Organising extra support for staff at times of increased stress, e.g. during Ofsted inspections.
- Monitoring employees' workloads and holiday entitlement, ensuring they are not overworked, and providing regular updates regarding absence to the Management
- Authorising any staff absences related to stress and/or mental health issues, as well as considering extended leave of absence in line with the Sickness Absence Policy and Procedures and Leave of Absence in Schools Policy.

- Making reasonable adjustments for members of staff who are struggling with long-term mental health issues.
- Conducting exit interviews with resigning staff to help identify any wellbeing issues that lead to their resignation.
- Producing calendars of meetings, deadlines and events so that staff can plan ahead and manage their workload.
- Reporting to the Management Committee and/or Resources and Finance Board whilst maintaining staff confidentiality in line with the Data Protection Policy.
- Attending all necessary training, keeping skills current and setting a good example for staff.
- Conducting and implementing the recommendations of risk assessments, considering the causes of stress.
- Reporting to the Management Committee and/or Resources and Finance Board on the successes and areas of improvement in planned interventions, and the resources that are in place and/or required.

#### **8.8. Role of the Management Committee**

The Management Committee is expected to:

- Consult with the Headteacher to set a vision which creates a positive wellbeing culture and is underpinned by equality values, a system of accountability, and robust policies and procedures.
- Ensure a strategic plan is put in place which includes objectives linked to improving, supporting and responding to the mental health of staff.
- Ensure the effective implementation of this policy.
- Ensure that all pupil referral unit's policies are assessed for workload impact.
- Ensure the staffing structure is clearly defined and monitored.
- Ensure the pupil referral unit is 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.
- Consult with the Headteacher on managing staff stress and promoting wellbeing.
- Ensuring the Headteacher puts measures in place to support staff wellbeing.
- Ensuring all governance meetings are purposeful, focussed, structured and relevant to the Pupil Referral Unit's development priorities.
- Developing an annual schedule of work and ensuring work is not duplicated between meetings of Boards and the Management Committee.

## **9. Managing specific wellbeing issues**

ACE recognises that individuals will react differently to stressful situations and become stressed by different situations and stimuli throughout their working lives. Because of this, it is important that staff understand the different factors that may cause themselves or their colleagues' stress.

The following sources of stress can often be attributed to work:

- Overworking or undertaking work that does not match the employee's skills and abilities.
- Fear of change and trying to cope with change, e.g. advancements in technology.
- Insufficient workload or not being able to use skills.
- Lack of job security.
- Poor relationships with colleagues and a lack of involvement.
- Harassment or bullying.
- Crisis management.
- Not having a long-term plan in place.

ACE recognises that home and personal lives can also prove stressful for staff; bereavement, separation, financial and family problems make people more vulnerable to stress at work. It is common that a combination of stress at home and work can make people particularly stressed.

All members of staff will be aware of the warning signs that can indicate that a person may be having trouble managing stress, and look out for the following indicators when identifying stress in themselves or others:

### **Behavioural indicators**

- Difficulty sleeping
- Changes in eating habits
- Increased smoking or drinking
- Isolation from friends and family

### **Physical indicators**

- Tiredness
- Indigestion and nausea
- Headaches
- Aching muscles
- Heart palpitations

### **Mental indicators**

- Indecisiveness
- Difficulty concentrating
- Memory loss
- Feelings of inadequacy
- Low self-esteem

### **Emotional indicators**

- Anger or irritability
- Anxiety
- Hypersensitivity
- Feeling drained and lethargic

ACE will strive to identify and deal with symptoms of stress quickly in order to maintain a healthy workplace.

ACE has a legal requirement to actively respond where any employee displays symptoms of work-related stress.

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

Where possible, support will be given by Line Managers or SLT. 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.

## **10. Actions to support staff**

To positively impact wellbeing in ACE, the Headteacher and Management Committee will ensure that a whole PRU approach is taken.

To help manage wellbeing, the Headteacher will:

- Lead by example and encourage staff to be open if they feel stressed, to take breaks and to have a full life outside of work.
- Make the most of team bonding; using INSET days to build positive relationships, as feeling comfortable amongst colleagues will make discussing wellbeing easier.

- Work with staff to help them manage their workloads.
- Reach out to staff during difficult points in their personal lives, e.g. bereavement, allowing sufficient time off and supporting them when they return to work.
- Arrange a meeting with all members of staff in which the current working times and practices will be discussed.
- Research and implement an employee assistance programme relevant to the needs of all staff, regularly monitoring its effectiveness and impact on wellbeing.

To effectively address workload issues and support staff wellbeing, the Headteacher, working with the Line Managers and SLT, will take the following actions:

- Measure staff wellbeing and identify workload issues by:
  - Commissioning a staff workload review on a termly basis and organising structured conversations about workload with staff. This may involve analysing staff diaries and identifying which members of staff are spending too much time on certain aspects of the job.
  - Commissioning a wellbeing survey on an annual basis.
  - Arranging workshops and drawing together a summary of outcomes from staff surveys and questionnaires.
- Address the workload issues that have been identified.
- Implement a Staff Workload Charter to outline the commitment and expectations between the Management Committee, SLT and ACE's staff regarding the wellbeing and mental health of ACE.
- Evaluate the impact of the actions taken on a termly basis, measuring staff wellbeing and identifying new workload issues to address during the next term.

The Headteacher will ensure that all changes proposed as a result of the actions outlined above are communicated to all members of staff.

A Mental Health and Wellbeing Lead will be appointed by the Headteacher who will be responsible for monitoring the wellbeing of staff. They will ensure all staff are supported in their roles and that actions are implemented to mitigate stress in the workplace.

All new members of staff will be provided with a comprehensive induction and their duties regarding their own and their colleagues' wellbeing will be made clear.

ACE will adopt Luton Borough Council's Sickness Absence Policy and Procedures which will promote a positive, caring strategy for staff who are returning to work following sick leave.

The Mental Health and Wellbeing Lead will be allocated funds for a wellbeing budget – all members of staff are welcome to make suggestions for the use of this fund. The Headteacher will have the final say as to how the fund is spent.

ACE will ensure wellbeing is promoted and stress is prevented through good management practices, including the following:

- Recruitment and selection procedures.
- Clear job descriptions and person specifications to ensure the right candidates are recruited.
- CPD procedures to ensure all members of staff have the necessary skills and abilities to undertake the duties required.
- Promotion and reward procedures.
- Performance management / appraisal procedures.
- Capability and absence management – return to work procedures will ensure that individuals are supported back into work following illness.
- Suitable adaptations for disability.
- Harassment and anti-bullying resources.
- Flexible working arrangements, in line with the Flexible Working Policy.
- Annual surveys to better understand the areas of work that have a negative effect on staff wellbeing.

## **11. Self-management**

Staff can make changes to avoid and prevent stress and/or poor mental wellbeing, as it is a problem that should be tackled and not ignored.

Staff should be prepared to speak to their colleagues, Line Manager and/or a member of SLT if they are struggling with their mental wellbeing, or feeling stressed in their personal lives or at work.

Staff are encouraged to take action to manage their own mental wellbeing. These actions will include, but are not limited to, the following:

- Keeping active as a way of releasing emotional intensity and any negative feelings; exercise will also help to clear thoughts and deal with problems more calmly.
- Managing their workload, and establishing and maintaining a healthy balance between work and life.
- Prioritising their workload throughout the workday, leaving the least important tasks until the end of the day and concentrating on the work that will make the biggest difference.
- Avoiding unhealthy habits, such as drinking and smoking.

- Taking advantage of the wellbeing initiatives, training and support offered by ACE.
- Speaking to their Line Manager and/or a member of SLT about any concerns they may have regarding their workload, stress, or mental wellbeing

## **12. Reporting procedures**

The following two senior members of staff will be designated as Wellbeing Officers; this is in the event that one of the wellbeing officers is the subject of the complaint:

– TBC

– TBC

If any member of staff wishes to raise a concern about wellbeing, one of the two Wellbeing Officers will be notified.

The Wellbeing Officer will provide the member of staff with information about the support that is available to them; this includes both within ACE and outside sources.

The Wellbeing Officer will treat all cases confidentially. Real names of staff will not be used when the Wellbeing Officers are reporting to the Headteacher.

In some cases, such as those that directly impact day-to-day activities, confidentiality will not be guaranteed. If this is the case, staff will be made aware of the situation.

The Wellbeing Officer in receipt of the complaint will investigate and report this to the Headteacher. The Headteacher will decide whether any further action will be taken.

## **13. Response actions**

Where problems with wellbeing arise, the necessary support and appropriate actions will be considered. This may include support from HR advisers and/or external services, e.g. occupational health.

ACE will continue to support staff when external services are involved. Support will be provided to staff who are experiencing challenging circumstances outside of the workplace. ACE will direct staff to support, both internal and external, and consider a plan of work and duties that can be managed differently during challenging periods.

Support for staff who are experiencing challenging circumstances within ACE will be provided following the procedures outlined in the Grievance Policy.

## 14. Monitoring and review

This policy will be reviewed **annually** by SLT. Any changes made to this policy will be communicated to all members of staff. All members of staff are required to familiarise themselves with all processes and procedures outlined in this policy as part of their induction programme.

The next scheduled review date for this policy will take place in the spring term 2023.

## 15. Useful links

- <https://www.mind.org.uk/>
- <https://mentalhealth-uk.org/>
- <https://www.youngminds.org.uk/>
- <http://www.sane.org.uk/>
- <https://www.rethink.org/>
- [www.headstogether.org.uk](http://www.headstogether.org.uk)
- <https://www.mentalhealth.org.uk/>
- <https://www.amh.org.uk/>

## 16. Useful telephone numbers

### – NHS

If you live in England, you can call a local NHS urgent mental health helpline for support during a mental health crisis. Anyone can call these helplines, at any time.

These helplines offer similar support to a crisis team. The NHS website has more information on urgent mental health helplines, including how to find your local helpline.

<https://www.nhs.uk/service-search/mental-health/find-an-urgent-mental-health-helpline>

### – Samaritans

To talk about anything that is upsetting you, you can contact Samaritans 24 hours a day, 365 days a year. You can call 116 123 (free from any phone).

<https://www.samaritans.org/>

### – SANEline

If you are experiencing a mental health problem or supporting someone else, you can call SANEline on 0300 304 7000 (4.30pm–10.30pm every day).

<http://www.sane.org.uk/>



- **National Suicide Prevention Helpline UK**

Offers a supportive listening service to anyone with thoughts of suicide. You can call the National Suicide Prevention Helpline UK on 0800 689 5652 (open 24/7).

<https://nspa.org.uk/>

## **17. If you can't talk on the phone**

As well as phone numbers to call, some organisations routinely offer support in other ways – which could include emails, text messages or web chat. Or you might need to make a specific request:

- If you have difficulty hearing or speaking, it might help to use Relay UK (Previously Next Generation Text Service) on a mobile device or computer.

<https://www.relayuk.bt.com/>

- If you need a translator or British Sign Language (BSL) interpreter, please ask your Line Manager and they will signpost you to a BSL interpreter. There may be a cost to provide this service.

Example of providers:

<https://www.translateuk.co.uk/services/british-sign-language/>

<https://www.interpreterslive.co.uk/>

<https://www.deafaction.org/services/communication-interpreting-agency/bsl-english-interpreters/>

<https://louderthanwords.org.uk/communication-support/bsl-sign-language-interpreters/>



## Staff Workload Charter

### Our aims

ACE is committed to considering and supporting the wellbeing of all our staff. As part of this commitment, and through a coordinated effort with ACE's staff and leaders, we aim to ensure workload can be managed.

We recognise that staff workload can become overwhelming, which in turn affects staff wellbeing and prevents a healthy work-life balance. We believe that we have a collective responsibility to ensure working at the pupil referral unit remains manageable, a positive experience, and, above all, enjoyable.

By providing this support, we hope that we can retain and recruit more staff and meet our core values and ethos for helping and caring for one another.

To protect staff wellbeing, we will:

- Ensure staff have a fair and reasonable workload, including marking, planning and data management.
- Provide high-quality training and CPD opportunities that meet the needs of individual staff members.
- Continue to review staff workload and ensure it always remains manageable.

### Our commitments

We have agreed the following commitments and expectations between the Management Committee, SLT and ACE staff, to demonstrate our support in helping to manage staff workload.

All staff working at ACE can expect:

- To work within a clear code of conduct.
- To receive a robust and high-quality induction.
- To be provided with a trained mentor as part of their induction process.

- To be provided with training opportunities relevant to their role and responsibilities.
- To be allocated roles and responsibilities that are linked to their skill set and area of expertise or be provided with appropriate training to upskill and broaden areas of expertise.
- The fair and equal distribution of roles, responsibilities and tasks.
- If required, to collect data using streamlined processes that are beneficial to their work and receive robust training on using ACE's data management systems.
- The support of the SLT to provide guidance and advice, and simplify ACE processes where possible.
- A consistent and fair Behaviour Policy which allows staff to work effectively and be provided with support from the SLT to manage behaviour effectively.
- An agreed communication protocol which outlines the expected response times from colleagues and external communications, e.g. from parents.
- The use of technology to ensure effective and efficient communication, document and data management, and access to information.
- To be provided with access to external support, such as an occupational health or a confidential listening service, if needed.
- To work within an environment where their wellbeing is prioritised and valued.
- All changes to ACE's processes to be communicated clearly and the SLT to provide support with implementation.

In addition to the above, teaching staff at ACE can expect:

- A clear curriculum planning scheme that provides flexibility, is fully resourced with high-quality materials and is planned over well-defined blocks of time.
- An agreed policy that ensures all marking undertaken is purposeful and focusses on quality feedback and the impact on pupil outcomes.

The Headteacher and the SLT commit to the following:

- Conducting regular activities, e.g. staff surveys, to identify the areas of work that lead to high levels of workload and implementing approaches to reduce this.
- Providing staff with **termly** opportunities to discuss areas they feel are creating high levels of workload and how these could be managed.
- Implementing practices that allow for meaningful and useful communications to reduce workload.
- Supporting ECTs and teachers in the early stages of their careers to adopt efficient work practices and keeping this support under regular review.
- Encouraging a workplace culture that promotes a healthy work-life balance.

- Making every effort to reduce the number of meetings, ensuring that those that take place are planned effectively and flexibly, and always have a key focus.
- Providing staff with advanced notice of all monitoring visits and informing them of what the focus will be and what information is required
- Providing staff with relevant training or CPD opportunities in ACE, including on recognising the early signs of stress.
- Working within any policy agreements, including those relating to using technology to reduce workload.
- Ensuring staff are clear about the purpose of marking and ensuring it is meaningful, and that they understand feedback can be given in many forms.
- Ensuring ACE's workload reduction initiative is included within the 3i's document and that enough resources are dedicated towards achieving this aim.
- Monitoring staff absence levels, patterns and reasons, and using return to work meetings consistently and effectively.
- Regularly monitoring the progress of work practices, including curriculum planning, communications, marking and feedback, and data collection, and adapting these where necessary.
- Considering the impact of any potential changes to ACE's practices before they are implemented and creating a clear implementation plan before changes are agreed.
- Communicating changes to ACE's practices to all staff and the whole PRU community, to ensure everyone understands the reasons behind the changes.

The Management Committee commits to the following:

- Ensuring ACE's ethos reflects its commitments to reducing workload and creating a working environment that is focussed, purposeful and considers individuals' wellbeing through the successful management of workload.
- Ensuring it receives regular updates regarding absence levels that are broken down into the cause of absence and role of staff.
- Making every effort to ensure committee meetings that ACE staff are expected to attend are purposeful, focussed and structured, and relevant to ACE's development priorities.
- Considering the nature of information requests and being clear about the information needed from the SLT and ACE staff.
- Establishing the role of the mental health and wellbeing Member to support the mental health and wellbeing of both staff and pupils.
- Regularly seeking views from staff on the impact of workload and working with the headteacher and SLT to improve any identified issues.