

DIOCESE OF  
**ST ALBANS**  
MULTI-ACADEMY TRUST

# Trust Policy

## Flourishing Policy

<b>Policy type</b>	<b>Trust wide</b>
<b>Review</b>	<b>Three yearly</b>
<b>Author</b>	<b>Trust People Manager</b>
<b>Approved by</b>	<b>Deputy CEO Operations</b>
<b>Ratified by</b>	<b>Finance, People and Operations Committee</b>
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<b>Date of next review</b>	<b>January 2026</b>

This policy is a mandatory policy for all DSAMAT Academies and must be implemented without any amendments

*Enabling all to flourish: Rooted in God's love*

The Diocese of St Albans Multi Academy Trust is a company limited by guarantee.  
Registered in England No 10449374 Registered Office:  
**Manshead CE Academy, Dunstable Rd, Caddington, Luton, LU1 4BB**



## **Our mission, vision and values**

The Trust has a clear **mission** at its core, ensuring that all pupils are enabled to flourish, rooted in God's Love - academically, socially, spiritually, physically and mentally. This is central to our work, and rooted in our Christian foundation (John 10 v 10). Our commitment to mutual flourishing within the school community is built upon our shared belief in Church of England principles. In our Trust, just as in the wider Church of England community, 'flourish' refers to prospering, thriving and growing – not shrinking out and dying. It means prayerfully encouraging all within our schools so that they might prove fruitful, successful and contented in the longer term. We seek to provide space generously for all to flourish in life and all of its structures. Equitable treatment for all pupils, staff and the wider community is a core part of enabling this long term, holistic flourishing.

We have a clear **vision** about creating successful schools for the benefit of their communities. We expect any school in the Trust to continuously improve, and those graded by OFSTED as RI/Serious Weaknesses/Special Measures to make rapid progress and be able to secure an OFSTED grading of at least "Good" within 3 years post-conversion. All schools provide rich and diverse curricula which evolve to meet the needs of their children and local communities, as well as delivering educational excellence to enable them to continue to flourish in later life.

The way we work and deliver against our mission is critical to our Trust. We have shared, agreed **values** of:

Hope; Nurture; Equality; Respect; Collaboration

The Trust's vision is underpinned by a Christian values framework which is adopted by all schools. It provides clear expectations for all Trust employees on how we wish our values to impact on all areas of school life. It draws on, and is informed by, the National Church of England Vision for Education and the Diocesan Board of Education Vision.

Each school within the Trust has a personalised vision for education, developed locally to reflect the individual character and needs of the school community. This vision is underpinned by the Trust's wider vision, and agreed with the Trust, but it is owned and driven by the headteacher and their LGB.

## **Our community**

The Trust are dedicated to delivering education that serves local communities. Our schools are inclusive, welcoming those from all and no faiths, from all abilities and backgrounds. We believe in providing a high-quality education, underpinned by Christian values, which enables every child to flourish.

Underpinning all of the Trust's work is a belief in educational excellence. The Trust serves all

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stakeholders by providing schools with the highest levels of academic rigour and pastoral care.

Our schools are places where children and young people develop and thrive intellectually, socially, culturally and spiritually. All of the Trust's schools teach a broad and balanced curriculum within national guidelines focusing on core skills. This is designed to ensure that all pupils reach their academic potential and seek to enrich their experience along the way. Pupils will be enabled to succeed in an atmosphere of high expectation, aspiring to educational excellence with a firm foundation of values.

This policy forms part of our Trust governance and ensures that we are held to the highest standards as we carry out our duties.

### **Statement of Intent**

This is the Diocese of St Albans Multi-Academy Trust (DSAMAT) Flourishing policy and must be implemented and adhered to in each of the academies within the Diocese of St Albans Multi Academy Trust along with those working within the central team.

This policy will also be implemented and adhered to from the first day of any other academy joining the Trust.

For the remainder of this document, the Diocese of St Albans Multi Academy Trust will be referred to as DSAMAT. Please read the DSAMAT Staffing Policy Statement in conjunction with this policy.



## 1. Introduction

- 1.1. The Flourishing Policy should be read and applied in conjunction with the Diocese of St Albans Multi-Academy Trust's Staffing Policy Statement.
- 1.2. DSAMAT aims to ensure that all employees are supported and encouraged to develop and flourish both personally and professionally. The Trust recognises that there is a link between employee flourishing, performance and pupil achievement.
- 1.3. The Trust recognises its responsibility for the health, safety and welfare of its employees. The Flourishing Policy sets out the Trust's commitment to employee health and well-being, the responsibilities of line managers and individuals for maintaining mental and physical health to enable flourishing, the range of support available, and the Trust's commitment to handling individual issues.
- 1.4. This Policy applies to employees. It does not apply to agency workers or self-employed contractors.
- 1.5. This Policy does not form part of any employee's contract of employment, and it may be amended at any time.
- 1.6. 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.
- 1.7. The Trust is committed to making sure that the Flourishing Policy is implemented so that each individual is able to cope successfully with the demands in their lives and to create and maintain a working environment whereby employees are able to flourish.
- 1.8. The Trust is committed to fostering a culture of collaboration, trust and mutual respect, where all individuals are treated fairly, consistently and with dignity, enabling employees to work at their optimum level and to flourish.
- 1.9. The Trust recognises that work-related stress has a negative impact on employees' well-being and ability to flourish and that it can take many forms. This policy describes the Trust's approach to promoting positive staff well-being and to flourishing.
- 1.10. DSAMAT are committed to balancing the needs of employees and the Trust's educational, business and operational needs.



## **2. Aims**

- 2.1. To develop healthy, motivated employees who flourish within their place of work and in turn are able to deliver a high standard of education to our pupils.
- 2.2. To help ensure that the Trust promotes the flourishing of all employees, recognising the impact work can have on employees' stress levels, mental and physical health.
- 2.3. To develop and maintain a flourishing culture across the Trust through regular communication and consultation with employees on flourishing and well-being matters e.g. by conducting regular surveys and through debate at the People and Innovation Forum.
- 2.4. To communicate the importance of a work-life balance to all employees.
- 2.5. To encourage employees as individuals to accept responsibility for their own flourishing and mental, physical and emotional well-being.
- 2.6. To respond sensitively to external pressures which affect the lives of employees.
- 2.7. To provide employees with training to support them in flourishing and to give them confidence to deal positively with challenging issues.
- 2.8. To improve employee development, co-operation and teamwork by ensuring effective leadership which supports employee flourishing.
- 2.9. To ensure that employees are aware of the channels which can be used to manage and deal with stress or work-related health and flourishing issues.
- 3.0. To comply with all statutory requirements.

## **3. Responsibilities**

### **3.1. The Trust**

- 3.1.1. DSAMAT has a legal duty of care to employees to ensure health at work, as set out in the Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999. The Trust will ensure that its policies and practices reflect this duty and review the operation of these documents at regular intervals.
- 3.1.2. In addition to mitigating safety risks, we will operate the business in a way that promotes flourishing and minimises harm to employees' mental health, for example by ensuring that the demands of jobs are reasonable and having policies and procedures in place to support employees experiencing mental ill health at work.

### 3.1.3. The Trust will:

- Take overall responsibility for implementing this policy.
- Adopt the appropriate procedures in respect of 'family friendly' employment, including consideration of flexible working arrangements, where this can be implemented without detriment to the operational requirements of the Trust.
- Ensure clear procedures are in place that will minimise levels of stress caused to employees when following formal procedures such as the capability, disciplinary or sickness absence management procedures.
- Ensure that employees' roles and responsibilities are clearly defined.
- Put in place measures to promote flourishing, by providing appropriate training and support, and to prevent and manage risks to employee well-being.
- Seek to foster a mentally healthy culture by incorporating these principles into leadership training and running regular initiatives to raise awareness of the importance and value in flourishing at work.

### 3.2. The Headteacher or Deputy CEO for the central team

3.2.1. The Headteacher or DCEO for the central team is responsible for monitoring the implementation of the policy to ensure that the policy is communicated to employees and that it is applied consistently.

#### 3.2.2. The Headteacher or Deputy CEO for the central team will:

- Foster an environment where employees are able to flourish, professionally and personally. By ensuring that employees receive the appropriate practical and emotional support, enabling them to flourish, employees will be more engaged and motivated, in turn supporting the raising of pupil outcomes.
- Demonstrate commitment to encouraging all employees to enjoy a reasonable work-life balance and to lead by example in this regard by having appropriate systems and procedures in place.
- Create and maintain an atmosphere where all employees feel comfortable asking for help or raising concerns. They will enable employees to do so in a supportive environment where stress is not considered a weakness and will act in a professional, fair, consistent and timely manner when a concern arises.
- Pay attention to any indication of changes in performance or behaviour in employees and to be alert to employees who are not flourishing and displaying signs of being under stress that is not at a productive, healthy level.
- Follow agreed procedures when there are concerns or absence due to work related stress.
- Ensure that appropriate contact is maintained with employees while absent and that a return-to-work policy is adhered to in the workplace that is supportive of employees.
- Carry out a risk assessment, where necessary, and especially when concerns have been raised, as soon as possible.



- Give due consideration to work-life balance solutions including flexible working practices where possible and appropriate.
- Ensure that the right people are recruited to the right jobs and that a good match is obtained between individuals recruited and job descriptions/ person specifications.
- Make sure roles are designed fairly and that work is allocated appropriately.
- Manage pressures which may affect employees, including the impact of workload pressures, and anticipate likely problems for example at known busy periods, taking action to reduce the effects of these pressures where possible.
- Adopt Trust policies and provide clear guidance eg regarding special leave of absence.
- Ensure there is clear communication between leaders and all employees regarding all areas of work that may affect individuals.
- Ensure that all employees are aware of and trained in line with the Trust's / school's priorities and offered opportunities to develop and flourish.
- Support the Trust's commitment to flourishing and encourage employees to consider being a People Champion, who will ensure that matters of importance to colleagues are discussed and shared at the People and Innovation Forum.
- Implement ways of celebrating success, ensuring employees feel valued and employee hard work is recognised.

### 3.3. The Line Manager

3.3.1. Leaders and line managers will put in place measures to enable employees to flourish. For example, line managers will ensure that employees' skills are utilised, ensuring they understand the scope of their role and are able to access the necessary resources and support from leaders and colleagues to carry out their job effectively. Line managers will take steps to build relationships with their team and must also familiarise themselves with the Trust's policies eg Code of Conduct, Bullying and Harassment Policy, in order to support employees. Line managers will understand that prevention and early intervention of any issues are the most effective ways of supporting employees in their teams that in turn will enable them to flourish.

3.3.2. Line managers must ensure that they take steps to promote employee flourishing and to reduce the risks to employee health and negative wellbeing by:

- Creating and maintaining a supportive environment where all employees are treated fairly and consistently and with reasonable opportunity to offer feedback and discuss any concerns. They will respond in a timely manner to concerns raised.
- Paying attention to any indication of changes in performance or behaviour in employees and to be alert to employees who are not flourishing and displaying signs of being under stress that is not at a productive, healthy level.



- Following agreed procedures when there are concerns or absence due to work related stress or other mental health conditions.
- Carrying out a risk assessment, where necessary, and especially when concerns have been raised, as soon as possible.
- Seeking consent from the employee for a referral to Occupational Health if this is considered to be appropriate in the circumstances.
- Attending training to develop people skills and competencies that will support employee flourishing.
- Keeping employees in the team up to date with developments and how these might affect their job and workload.
- Providing meaningful, constructive feedback and making time for conversation in regular one-to-one meetings. They will also keep flourishing and team well-being on one-to-one and team meeting agendas.

### 3.4. Employees

3.4.1. Employees should take responsibility for their own flourishing and for managing their own health and wellbeing. This includes adopting healthy behaviours (for example in relation to diet, exercise, rest, alcohol consumption and smoking) and informing the Trust if they believe work or the work environment poses a risk to their health or ability to flourish. Employees will know their own personal stress triggers and positive coping mechanisms.

3.4.2. Employees will:

- Engage with their line manager and will ask them for help or support when needed. This includes understanding that a good relationship requires communication from both parties and so it's important that issues are raised at the earliest possible moment so that effective strategies can be put in place to ensure they are able to flourish.
- Act in a manner that respects the health and safety needs and flourishing of themselves and others whilst in the workplace.
- Ensure awareness of the Trust's policies and procedures relevant to employee flourishing including the Health and Attendance Policy, Leave of Absence Policy, Flexible Working Policy, Code of Conduct, Bullying and Harassment Policy.
- Apply for requests for leave of absence in advance and be honest about reasons for sickness absence. By being open, line managers are more able to offer support as appropriate or signpost to additional resources / help.
- Be encouraged to share their views, ideas and feelings directly with their line manager or at team meetings / briefings, whichever is appropriate.
- Assist in the development of good practice and ensure that they do not, through their actions or omissions, create unnecessary work for themselves or colleagues.





- Collaborate with peers / colleagues to support each other and treat colleagues and all other persons whom they interact with during the course of their work with consideration, respect and dignity.
- Identify opportunities for development and take advantage of those offered by the Trust / school.
- If encouraged by DSAMAT, attend Occupational Health referral appointments.
- Be encouraged to respond to requests for completion of employee surveys so that all employee feedback may be included in developing plans for positive change.
- Look out for colleagues and if you know of a colleague experiencing stress, encourage them to talk to someone. This could be their line manager, Trust People Team, GP or Employee Assistance Programme. Refer to Support Mechanisms below.

#### **4. Support Mechanisms**

- 4.1. Senior Leadership Teams will foster the creation and maintenance of an atmosphere where all employees feel encouraged to flourish and are comfortable in asking for help or raising concerns. The SLTs will be sensitive to any problems which may cause the employee stress-related issues and will act in a professional, fair, consistent and timely manner when a concern arises.
- 4.2. It is also important that Senior Leaders across the Trust take the steps they need to look after themselves as leaders and recognise that a supportive wellbeing culture starts at the top. Leaders should focus on what they can control and be resourceful, seeking support when needed, as suggested for all employees. They are encouraged to take regular breaks, keep connected by building relationships across their teams / school / Trust as well as making time for things that bring them joy in life away from work, ensuring they maintain a healthy balance in order to flourish. Senior Leaders have access to coaching and the Trust has a buddy system for new Headteachers as well as providing opportunities for collaborating and sharing best practice. The Employee Assistance Programme also offers a dedicated area for managers, enabling leaders to learn more about their own mental health and when to signpost others with online resilience tools to support with the demands of day to day life as well as the Healthy Minds helpline to speak to a trained expert (0800 269 616).
- 4.3. Where additional advice is required, the Trust People Team may be consulted or a referral to Occupational Health may be encouraged. Refer to the Health and Attendance Policy.
- 4.4. All new employees will receive an induction appropriate to their role and will be made to feel welcome and well informed as they begin their journey with us.
- 4.5. There will be reviews for new employees held throughout the first 6 months of employment in line with the Induction and Probation policies.



4.6. Line managers and employees will regularly discuss individual training needs and expectations to ensure that employees have the necessary skills and competencies to adapt to new responsibilities, changing job demands and are able to flourish.

4.7. Employee Assistance Programme – for information and support on personal matters. Employees may access the 24 hour helpline on 0800 269 616 or [www.bupa.co.uk/eaponline](http://www.bupa.co.uk/eaponline) This is a confidential and independent service using professional qualified counsellors.

#### 4.7. Other useful resources

The following links to sites may provide helpful information to support employees in flourishing and in maintaining health and well-being: [www.educationsupport.org.uk](http://www.educationsupport.org.uk)

[www.mentallyhealthyschools.org.uk](http://www.mentallyhealthyschools.org.uk)

[www.mentalhealthatwork.org.uk](http://www.mentalhealthatwork.org.uk)