

Promoting Headteacher Well Being

Do you remember attending one of a series of county-wide meetings with David Saunders way back in 2003 called 'Promoting Headteacher Well-Being in Norfolk Schools'? Over 130 heads made suggestions and I'm happy to say that many things have happened since that time. David's updated report is now available and is also on the Well Being Site on Esinet.

It would be very useful to know which points you think are still outstanding and need further improvement, as well as new areas to pursue.

Networking opportunities - reminder

Heads' Grand Prix Go Karting Challenge – Wed. 25 May 05

North Pickenham, nr Swaffham 4.30 p.m. for a 5 p.m. start.

Are you Norfolk's answer to Michael Schumaker? Is your cluster taking part? Challenge your colleagues or come on your own and make new contacts. Cost approx £25 p.p. which includes 4 races. Numbers limited to 28 so book your places early by contacting me.

So far I have only 5 expressions of interest and need another 23 to go ahead. How about it????

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Norfolk Education Staff Well-Being Programme Support for Headteachers

The original 2 year pilot project recognised the need to address Headteacher support as a key factor in delivering a Well-being programme for all staff.

This report is based on responses from Headteachers who attended a series of meetings across the County in Thetford, Dereham, King's Lynn, West Runton, Hethersett and Gt. Yarmouth to consider how to improve the level of support to Headteachers in Norfolk.

Possible action points for personnel working in the education service are included, based on these headteachers' suggestions for improving their well-being. The notes in red state the actions (where known) that have taken place to date.

.We wish to thank all the Headteachers who have contributed to this report and hope that it may lead to a more supportive culture for all staff working in the Norfolk Education Service.

Ian Money	Seconded Headteacher Well-Being Project 1999 - 2001
Judy Reeves	Stress Consultant Norfolk Education Staff Well-Being Programme
David Saunders	Norfolk Education Staff Well-Being Programme

March 2005 update

The notes in red state the actions (where known) that have taken place to date. I would be pleased to hear your comments on:

- What points are still outstanding and need improvement
- Any new areas to work on

Please email to julia.hurlbut@norfolk.gov.uk

Thank you
Julia Hurlbut
Headteacher Well-Being Support Officer (HTWBSO)

Improving Headteacher Well-Being - Action Points

1. Suggestions for everyone in the LEA

- Praise and recognise the positive work and achievements in Norfolk Education
- Review style of communications - need for professional respect / dignity at work
- Promoting a culture of care and well-being for all staff in the LEA
- More effective use of electronic communication i.e. increased use of Esinet
- Summarise essential information centrally in accessible format –now on Esinet
- Set realistic timescales and deadlines

2. Suggestions for Headteachers

LEA responsibility

- Develop formal and informal Headteacher support networks - **being developed by HTWBSO**

Personal responsibility

- Making time to meet other Headteachers and network
- Plan diary time for you, your family and interests e.g. exercise & hobbies
- Review teaching commitment
- Work at home on tasks which require no interruptions
- Review timing & length of governors' and other meetings, arranging them in the school day wherever possible to ensure minimum 11hour break between finishing work and starting again
- Norfolk Managerial Advice line - 0800 085 3805 Mon.– Fri. 8a.m. -9 p.m. to talk through issues in confidence with a professional outside LEA
- Norfolk Support Line – 0800 169 7676 - 24 hour telephone line for confidential support & counselling for personal & professional issues
- Make full use of bought in LEA services
- Join and use professional associations' advice and support e.g. SNAPP, Norfolk Association of First & Primary Heads (NAFPHT) & Association of Norfolk Headteachers of Primary Phase Schools, Norfolk Association of Secondary Schools (NASH), Norfolk Association of Special Schools (NASS)

- Trust admin staff e.g. to sift the mail – **workforce remodelling reviews should have reallocated all non-urgent tasks**

Professional responsibility

- Explore opportunities for Senior Officers and Headteachers to work shadow each other, secondments etc. -**contact Sue Rossiter**
- Consider extend the mentoring role for Headteachers beyond their first year – for 'critical friendship and mutual support' - **new heads use HIP money to pay for a mentor during their first year, which is organised by Kevin Cowan, PDC. Other authorities are trialling peer mentoring & reports from NCSL will follow.**
- Ensure you have the time and opportunity for **your** professional development
- Consider cluster appointments e.g. ICT technician, bursar – **encouraged by workforce remodelling**
- Explore cluster discounts at local health / leisure centres
- Hold staff well-being sessions - raising awareness of everyone's responsibility for their own well-being and their impact on others - including the Headteacher – **join the Well-Being Programme**
- Be a good 'Well-being' role model for your staff – **model a healthy life/work balance**
- Respond to paperwork - **develop your IT skills and use electronic communication & Esinet 'filing cabinet'**

3. Suggestions for Senior Education Officers

- Acknowledgement of the need to support the Well-being of Headteachers - **my post created April '04**
- Guidance on teaching commitment of Headteachers -**see finance info**
- Recognition of the need to support successful schools as well as those in serious weaknesses or in special measures - **School Self Review grade triggers amount of support**
- Personal letters to schools recognising specific achievements e.g. successful Ofsted, School Achievement Awards - **achieved in part**
- Review format of termly Headteacher meetings & opportunities for genuine dialogue with Senior officers - **discussed at heads' Spring term meetings with Sue Rossiter**
- Opportunities for Senior Officers and Headteachers to work shadow each other- **approach Sue Rossiter in first instance**
- Working for greater stability in the service - to enable more long term planning to take place
- Recognising the value of Headteachers working at home on important documents and strategies - **accepted**
- More feed-back opportunities on Headteacher performance – **available via School Self Review interview, Performance Management process, Standards for Headteachers**
- Reviewing style of communications to schools

- LEA overview of all new initiatives notified to schools to enable more effective planning & setting realistic deadlines and timescales for schools' response
- Ensure accessibility of staff

4. Suggestions for Norfolk Education Staff Well-Being Programme

Appoint a Headteacher Support Officer to:

- Support during a personal crisis and on return to work e.g. after illness, bereavement, suspension – **in post**
- Promoting the need for Headteachers to be pro-active looking after their own Well-Being – **on-going**
- Raising awareness of sources of support for Headteachers
- Find out and circulate information about how Headteachers are supporting each other – **attending meetings of associations and clusters to find out**
- Promoting a positive culture of seeking support and help when appropriate - not seen as a sign of weakness – **on going**
- Investigate Health Club discounts - **NCC tendering process makes pursuing this 'officially' very difficult, however if you know of any gyms or sporting facilities which do, or would be willing to consider, discount membership for colleagues please let me know so I can circulate in my Summer Term newsletter**

5. Suggestions for Norfolk Education Advisory Service

- Clarification of RDA support role – **available on Esinet**
- Recognition of the need to support successful schools as well as those in serious weaknesses or in special measures – **see above**
- Ensure consistency & evaluate the mentoring system for new Headteachers -explore continuation beyond the initial year for mutual support – **see above**
- More feed-back opportunities on Headteacher performance – **see above**
- Standard policies available which schools can adopt or adapt e.g. curriculum, SEN – **available on Esinet, Small Schools site**
- Realistic deadlines and timescales
- Published yearly timetable i.e. what should we be doing and when – **updated guidance for first time heads available from Heads' Well Being Support Officer**
- Ensuring accessibility of staff

INSET

- Provide opportunities for residential courses & Headteacher training e.g. managing difficult people

6. Suggestions for Children's Services Personnel staff (contact Peter Mann)

- Appointment of Headteacher Support Officer - **done**
- Review induction day for new Headteachers - need for this to be done earlier and made more relevant – **in place & reviewed termly**
- Directory of who to contact for help and support
- Publicise information about secondment opportunities, sabbaticals
- Joint meetings in schools with Education Finance when budget issues have an impact on staffing levels
- Standard personnel policies available which schools can adopt or adapt - **many already available**
- Supply emergency secretary list
- Realistic deadlines and timescales
- Offer career development advice and support – **contact RDA in first instance**
- Provide free or discounted health checks for heads

7. Suggestions for Planning and Building staff (contact Anna Davidson)

- Information about alternatives to PFI
- Need for Headteachers room in every school – **accepted & schools can use Formula Capital monies**
- Improvements to the working environment
- Support for Headteachers during a building programme – **general advice available on Headteacher Well Being page on Esinet**

8. Suggestions for Governors and Governor Support Service (contact Anne Genge)

- Raising awareness of governors' responsibilities to ensure Headteachers have a good work / life balance
- Review annual Headteacher conference allowing more time for Headteachers to network- **conference under review Spring term '05 at heads' meetings with Sue Rossiter**
- Recognising the value of Headteachers working at home on important documents and strategies - **recognised**
- Limiting the teaching commitments of Headteachers
- Review meeting structure i.e. number of meetings, timings, length of meetings
- Looking at cluster appointments e.g. ICT technician, bursar
- Governor training in stress awareness / staff well-being / their responsibility for ensuring the adequate work/life balance of their Headteacher
- Published yearly timetable - what should governors be doing and when
- Need for Headteacher's room in every school
- Improvements to the working environment

9. Suggestions for Children's Services Finance staff (contact Philip Neave)

- Working for greater financial stability to enable more long term planning to take place
- Joint meetings in schools with Personnel consultants when budget issues have an impact on staffing levels
- Review SEN funding – review held 04/05
- Financial flexibility to enable Headteachers to deal with emergencies / additional responsibilities e.g. PFI, building programme
- Financial backing for workload review
- Longer time scales for bid applications
- Simplification of budget process
- Highlight potential financial difficulties for schools at the earliest opportunity

10. Suggestions for Norfolk Psychological Service (now PASS contact Paul Fisher)

- Review SEN funding to be more flexible to meet the needs of SEN children – taken place
- Ensure that SEN support is responsive to the urgent needs of schools
- Ensure accessibility of staff
- Provide support for SENCOs

11. Suggestions for ICT Solutions

- Improving reliability of ICT systems
- Improving Phoenix tracking system
- Ensure reliable access to online information and internet