

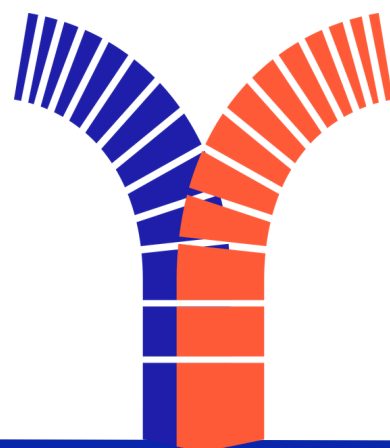


Workload Support: Creating the conditions in which staff can thrive and pupils can succeed



Brief Summary for School Leaders

A Well School places staff wellbeing within its core improvement strategy. High Tunstall College of Science case study shows that the most powerful changes are often structural: protecting time, reducing unnecessary workload, building trust and listening to staff. Wellbeing is therefore not an additional programme; it is reflected in how the school is staffed, led and organised.



Key Messages

Change the conditions of work, not simply the capacity of individuals to cope.

When staff experience manageable workload, professional trust, supportive relationships and recognition, they are more likely to remain engaged and able to focus on teaching and pupils.

What the school changed

- Protected capacity. The school deliberately overstaffed curriculum areas, reduced teacher contact time to 80% and used additional capacity first for pupil catch-up and then to minimise cover.
- Reduced avoidable workload. Most meetings were removed from the calendar, with curriculum and pastoral planning built into timetabled time. Live marking was introduced.
- Made care visible. Personal thank-you letters and birthday cards, staff wellbeing days, long-service awards, free gym access, counselling and physiotherapy signalled sustained commitment.
- Built leadership and accountability. A wellbeing team, designated leadership responsibility, an ethical leadership charter, regular staff surveys and annual calendar reviews created ownership and feedback loops.
- Kept development developmental. Quality assurance and professional development review were positioned as non-judgemental processes for improvement.

Impact - Staffing

Teacher turnover of 5.75%; no supply staff used since March 2020; fully staffed with qualified subject teachers; threefold rise in applications.

Impact - Engagement

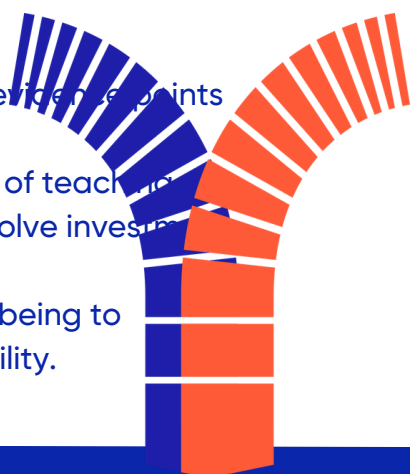
Wellbeing and workload score of 8.0/10; employee engagement of 8.1/10; both reported above national benchmarks in the July 2026 survey.

Impact - Pupil experience

Fivefold increase in extracurricular activities; the school reported being oversubscribed, with waiting lists in every year group.

Lessons for school leaders

- Be bold enough to redesign systems, staffing and time where the evidence points to a problem.
- Test every decision against its effect on staff and on the core task of teaching.
- Communicate frequently and clearly, especially when changes involve investment or trade-offs.
- Secure governor and stakeholder support by connecting staff wellbeing to educational quality, recruitment, retention and financial sustainability.





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