Greenfield Primary School

STRESS MANAGEMENT POLICY (EMPLOYEES)

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Greenfield Primary school is committed to protecting the health, safety and wellbeing of employees. Greenfield Primary school recognise that workplace stress is a health and safety issue and acknowledge the importance of identifying and reducing workplace stress.

The Health and Safety Executive define stress as "the adverse reaction people have to excessive pressure or other types of demand placed on them". This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress which can be detrimental to health.

Employers have legal responsibility under the Health and Safety at Work Act 1974 and Management of Health and Safety at Work Regulations 1999 to ensure the health safety and wellbeing at work of their employees. This includes minimising the risk of stress-related illness or injury to employees. Greenfield Primary school has a legal duty to identify and assess risks to an employee's health, safety and wellbeing. Where risks are identified, appropriate preventative and protective measures must be taken to remove or reduce the risks.

Individual members of staff have a duty to take reasonable care both of their own health and general fitness and of the health and welfare of others who could be affected by their actions. Greenfield Primary school will share events and activities that will support an employee's health and fitness and encourage staff to take part, through a variety of routes including local groups, on and off site organised events, access to free online wellbeing modules and signposting to relevant organisations.

New staff will be given a comprehensive induction programme with support available to them when they take up their post. This will include access to and sources of support for their health and wellbeing.

Symptoms of stress and the effects in the workplace

Stress can cause changes in those experiencing it. In some cases, there are clear signs that people are experiencing stress at work and if these can be identified early, action can be taken before the pressure becomes a problem. This may make it easier to reduce and eliminate the causes. Stress can show itself in many different ways - a stress reaction can affect a person's physical health, emotional wellbeing and behaviour. The list below identifies some of the key symptoms:

Physical	Emotional	Behavioural
High blood pressure	Anxiety	Over eating and under eating

Insomnia	Depression	Excessive use of alcohol and cigarettes
Fatigue/Dizziness	Lack of a sense of humour	Drug abuse
Headaches	Mood swings	Poor time keeping
Digestive disorders	Excessively angry/aggressiveness	Obsessive erratic behaviour
Slouched posture	Poor concentration	Forgetfulness
Bloodshot eyes	Apathy	Indecisiveness
Sweating	Being tearful	Neglect of appearance
Chest pain/Sensation of heart racing	Loss of confidence	Withdrawing from social contact and support networks
Shallow breathing	Negative thoughts	Not taking breaks at work
Nervous sensations/tense muscles		Not participating in hobbies and pastimes
Loss of appetite		Loss of motivation

Managing stress in the workplace

Assisting employees who are experiencing stress

There are some common situations which can arise in the workplace, which may indicate that support is required. Such circumstances are:

- An employee may inform their line manager that they are feeling stressed.
- An employee may have uncharacteristic sickness absences that state or implies a stress reaction.
- An employee may be signed off work by their GP and their fit note identifies stress as the cause. (A fit note could also state anxiety and depression, which can be the effect of experiencing stress over a significant period of time).

In some circumstances, an employee may not recognise how stressed they are. It may be their colleagues who spot uncharacteristic behaviour or signs and symptoms. In either situation, the line manager will talk to the employee to see if support is required or, if necessary, the school's wellbeing lead will meet with the employee. It may be suggested that the employee contact their GP or directed to other sources of support, including the LA's Employee Wellbeing and Counselling service.

When an employee feels that work is the cause of stress the line manager will act. A stress risk assessment will be completed to identify the causes of stress and reduce the risk to the individual.

Both the line manager and the employee will identify action points for the employee, which may include counselling, attending training and learning new skills.

If there are concerns about the employees' level of attendance, capability to perform their role, or professional conduct, the school will seek HR advice.

Appendix 1

Further Information and Contacts

Employee Wellbeing Service - a counselling and wellbeing support service for employees of Leicestershire County Council

Email: counsellingandwellbeing@leics.gov.uk

LCC's Employee Wellbeing Advisers are:

Oonagh Martin	Alison Earl
Telephone: 0116 305 7504	Telephone: 0116 305 6178
Email:Oonagh.Martin@leics.gov.uk	Email: alison.earl@leics.gov.uk

Linda Williams	Amy Bell
Telephone: 0116 305 6078	Telephone: 0116 305 5178
Email: linda.p.williams@leics.gov.uk	Amy.Bell@leics.gov.uk

Hays Online – Free online training for all staff https://www.hays.co.uk/online-learning/education-training/

Every Mind Matters https://www.nhs.uk/every-mind-matters/

Health and Safety Executive - HSE: Stress

The Samaritans - Telephone: 116 123

MIND - https://www.mind.org.uk/

STRESS RISK ASSESSMENT TEMPLATE and ACTION SHEET

Name of employee…………………..…………………………………………. Job/Role…………………………………………………….. Date of Assessment…………………………………………………

Persons involved in the Assessment ………………………………..…………………………………………………………………………….

The questions are based on the HSE Management Standards and look at the key areas of work that contribute to and can help reduce work related stress. The questions are part of supportive process to assist managers in the: Identification of hazards, deciding who might be affected; evaluating the risks and frequency and recording your findings and proposed actions. This process can also be used to assist in the identification of individual stress management measures.

Employee Overview

Question	Yes	No	Possible Actions	Agreed Action/s
1. Role Definition: - Is role clearly defined? - Are duties and responsibilities clear? - Is it clear how to perform role? - Is role clearly linked to goals and objectives for the department?			- Ensure expected duties and responsibilities are not excessive and demands not unreasonable - Clarify goals, objectives and success criteria for the job/role - ensuring no ambiguity - Give regular clear feedback on performance	
2. Control: - Do individuals have a say in how to do and plan their work? - Can employee set own work speed? - Can employee decide when to take a break?			- Where practicable, enable staff to exert autonomy within role - Encourage delegation and empowerment of others - Encourage training to support delegation (to individual and team)	
3. Work Pressures – High: - Are unrealistic deadlines set? - Is employee required to work long hours? - Is employee given work from different commissioning groups with conflicting priorities?			- Offer support in prioritising tasks and cut out unnecessary work and bureaucracy - Try to give warning of urgent jobs - Assist in the scheduling of work to ensure adequate and appropriate resources - Ensure job demands are matched in terms of quantity, complexity and intensity to individuals skills and abilities - Support staff when undertaking new and unfamiliar tasks - Meet regularly to review workload - Avoid encouraging staff to work long hours,	

			• take work home or build excessive flexi. • Encourage staff to take annual leave allowance	
4. Work Pressures – Low: • Is the work boring, monotonous or unchallenging?			• Where reasonably practicable, rotate boring and repetitive jobs • Where possible increase the variety of tasks – through projects, shadowing etc.	
5. Relationships at Work: • Is employee subject to personal harassment – verbal and/or behaviour? • Are relationships at work strained? • Is there a high probability of friction and anger between colleagues? • Is bullying an issue?			• Encourage team working • Encourage team members to give open and honest feedback to each other • Demonstrate and encourage appreciation of others • Promote an atmosphere of mutual respect • Ensure all staff are aware that inappropriate behaviour at work will not be tolerated. • Refer to the Dignity at Work Policy and attend the training to support this policy • Seek the support of HR if an allegation of harassment or bullying is made	
6. Support: • If work demands increase or are outside an individuals' ability to cope are colleagues/manager available to help and support? • Is employee given the opportunity of supportive feedback on the work they do?			• Explain how to raise concerns and call on support • Attend a Stress Management Workshop • Encourage/enhance team working /support. • Discuss workflow and support mechanisms at regular team meetings • Encourage open communication with colleagues and line management.	

7. Change: • Are employees consulted / updated about changes at work that affect them? • Are employees clear about how change will affect them in practice? • Is there adequate consultation about workplace issues / changes?			• Ensure clear and appropriate communication on proposed changes • Ensure individuals understand the reasons for change and the likely timescales • Ensure adequate consultation wherever possible and provide opportunities for comment and input. • Give support to individuals during the change process	
8. Training: • Is additional training required to support individuals in undertaking job/role?			• Provide training as required • Ensure PMRs are properly conducted and followed up. • Ensure changes to role are supported with relevant training as necessary.	
9. Physical Demands and Work Environment: • Does role involve excessive physical demands such as heavy lifting, standing for long periods of time, repetitive movements, hand held vibration tools etc.? • Is the work environment adequate / comfortable – Temp/humidity, lighting, noise, welfare facilities etc.? • Is there a risk to physical safety and			• Undertake a H&S Risk Assessment • Remove excessive and unreasonable demands • Check what Health Surveillance support can be provided by Occupational Health • Encourage suggestions on how to improve work environment – and give these due consideration. • Undertake an H and S risk assessment to manage potential risk from service users and/or public. • Undertake an H and S risk assessment if employee is a lone worker.	

emotional/mental wellbeing from service users, members of the public etc.? • Is there a risk to physical safety and emotional/mental wellbeing due to lone working?				
10 Other Issues: • Are there any other issues / stressors that need to be taken account of – e.g. difficulties at home, unexpected life changes, traumatic incidents, etc.? • Are there any on-going/long term physical or mental health conditions that may be a contributing factor? • Has GP/Occupational Health identified any issues for consideration ?			• Support individuals where possible • Offer to support them through referring to Wellbeing Adviser/Counsellor. • Seek advice from HR on supporting employees with long term health conditions • Seek advice from Occupational Health on any identified medical issues for consideration	

*The Possible Action/s column details some suggestions for consideration / action. This list is not exhaustive.

*The Action/s column should include details of what the issues are, what measures are currently in place, what improvements can be made and what actions will be taken to make the improvements.

Date for review…………………………………………………………………………………………….

Version	Date	Comment
V1	Date created: 1/4/2022 Review date: April 2025	