




Stress Policy

November 2023

Signed (Chair of Trustees):	
Date:	November 2023
Review:	November 2024

The Arbor Academy Trust reviews this policy annually. The Trustees may, however, review the policy earlier than this, if the Government introduces new regulations, or if the Trust receives recommendations on how the policy might be improved.

This document is also available in other formats e.g. e-mail and enlarged print version, on request to the School Offices and is displayed on the schools' websites.

Arbor Academy Trust Stress Policy

Introduction

We are committed to protecting the health, safety and welfare of our employees. We recognise that workplace stress is a health and safety issue and acknowledge the importance of identifying and reducing workplace stressors.

This policy may apply to everyone in the company. Managers are responsible for implementation and the Trust is responsible for providing the necessary resources.

Definition of 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.

Policy

- The Trust may identify all workplace stressors and conduct risk assessments to eliminate stress or control the risks from stress. These risk assessments may be regularly reviewed.
- The Trust may consult with Trade Union Safety Representatives on all proposed action relating to the prevention of workplace stress.
- The Trust may provide training for all managers and supervisory staff in good management practices.
- The Trust may provide confidential counselling for staff affected by stress caused by either work or external factors.
- The Trust may provide adequate resources to enable managers to implement the company’s agreed stress management strategy.

Responsibilities

Senior Leadership Team

- Conduct and implement recommendations of risks assessments within their area of leadership
- Ensure good communication between management and staff, particularly where there are organisational and procedural changes.
- Ensure staff are fully trained to discharge their duties.
- Ensure staff are provided with meaningful developmental opportunities.
- Monitor workloads to ensure that people are not overloaded.
- Monitor working hours and overtime to ensure that staff are not overworking.
- Monitor holidays to ensure that staff are taking their full entitlement.
- Attend training as requested in good management practice and health and safety.
- Ensure that bullying and harassment is not tolerated within their area of leadership.
- Be vigilant and offer additional support to a member of staff who is experiencing stress outside work e.g. bereavement or separation.

Occupational health and safety staff

- Provide specialist advice and awareness training on stress.
- Train and support managers in implementing stress risk assessments.
- Support individuals who have been off sick with stress and advise them and their management on a planned return to work.
- Refer to workplace counsellors or specialist agencies as required.
- Monitor and review the effectiveness of measures to reduce stress.

- Inform the employer and the health and safety committee of any changes and developments in the field of stress at work.

Human resources

- Give guidance to managers on the stress policy.
- Help monitor the effectiveness of measures to address stress by collating sickness absence statistics.
- Advise managers and individuals on training requirements.
- Provide continuing support to managers and individuals in a changing environment and encourage referral to occupational workplace counsellors where appropriate.

Employees

- Raise issues of concern with your Safety Representative, line manager or occupational health.
- Accept opportunities for counselling when recommended.

Union representatives

- Union Representatives will be meaningfully consulted on any changes to work practices or work design that could precipitate stress.
- Union Representatives may be able to consult with members on the issue of stress including conducting any workplace surveys.
- Union Representatives should be meaningfully involved in the risk assessment process.
- Union Representatives should be provided with paid time away from normal duties to attend any Trade Union training relating to workplace stress.
- Union Representatives should conduct joint inspections of the workplace at least every 3 months to ensure that environmental stressors are properly controlled.

How prone to stress are you?

I feel that there are not enough hours in the day	Y/N
I always move, walk, talk and eat rapidly	Y/N
I frequently feel impatient	Y/N
I consciously urge other people to 'get on with it'	Y/N
I have a tendency to finish sentences for other people	Y/N
I become unnecessarily irritated	Y/N
I find it frustrating to wait in a queue	Y/N
I cannot tolerate watching others perform tasks I know I can do faster	Y/N
I think and do more than one task at the same time	Y/N
I still think about work while I am engaged in recreation	Y/N
I become impatient when I have to do repetitive tasks	Y/N
I often rush through reading	Y/N
I have a tendency to vigorously emphasise key words in ordinary speech	Y/N
I have a habit emphasising the last words in ordinary speech	Y/N
I find it difficult not to bring a conversation around to my work and interests	Y/N
I pretend to listen to other people	Y/N
I frequently feel vaguely guilty when I relax for a few hours	Y/N
I frequently attempt to fit in more and more in less and less time	Y/N

I frequently clench my fist or bang or pound a table	Y/N
I frequently miss deadlines in my job	Y/N
I frequently clench my jaw	Y/N
I frequently take work home with me to work on	Y/N
I find at times that I grind my teeth	Y/N
I find I evaluate myself	Y/N
I am not satisfied with my present job.	Y/N

Score 1 point for each 'YES' answer

1 – 3 points

Not prone to stress.

4 – 13 points

Moderately prone to stress – Stress management controls and counselling services required.

14 + points

Very prone to stress – Could be at risk from stress related illnesses requiring stress management controls and counselling.

Appendix 2 – Individual Well-being at Work Assessment Form

Name:		Service Area:	
Job role:			
Date of Assessment:		Review Date:	
Name of manager:		Signature	

Work-related stressor	How does this affect you?	What are you already doing?	Are there any constraints?	Is further action needed? ¹
Demands – this includes your workload, work patterns and work environment.				
Control – this includes how much say you have in the way you do your work.				
Support – this includes the encouragement, sponsorship				

¹ Please list your suggestions and give an indication of who should undertake this task, i.e. you or your manager.

Work-related stressor	How does this affect you?	What are you already doing?	Are there any constraints?	Is further action needed? ¹
and resources provided by the organisation, line managers and colleagues.				
Relationships – this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour.				
Role – this includes whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.				
Change – this includes how organisational change (large or small) is managed and communicated in the organisation.				

You should now discuss the completed assessment with your line manager.

THE SIX 'R's FOR STRESS MANAGEMENT

RESPONSIBILITY

- You are in control
- Be well organised
- Establish priorities

REFLECTION

- Know your stress triggers²
- Be aware of stress symptoms
- Check your work/life balance

RELAXATION

- Do something good for yourself
- Schedule 'worry time'
- Schedule time out

RELATIONSHIPS

- Maintain supportive relationships
- Manage your relationships
- Improve your relationship with yourself

REFUELING

- Eat a balanced diet with high fibre, low salt, and low cholesterol
- Be aware of toxins: caffeine, fats, nicotine, processed foods
- Drink more water

RECREATION

- Laugh
- Have fun
- Enjoy life

² Appendices 3 and 4 can be used to identify triggers and stressors which should then be discussed with your manager or union representatives.



Appendix 4 –Stress risk assessments

Workplace:		Service Area:	
Date of Assessment:		Review Date:	
Name of assessor (PRINT)		Signature	

What are the hazards?	Who might be harmed and how?	What are you already doing?	What further action is necessary?	Action by whom?	Action by when?	Done
<p>Organisational change or culture change</p> <ul style="list-style-type: none"> ▪ Job enrichment or downsizing can also mean extra duties or responsibilities which can have a negative impact 	<p>Affected employees may display the following behaviours or symptoms:</p> <ul style="list-style-type: none"> ▪ Stress related illnesses including or leading to: ▪ Increased sick absences ▪ Mental health problems ▪ Alcohol abuse ▪ Gastro-intestinal problems ▪ Hypertension ▪ Cardio-vascular and 	<ul style="list-style-type: none"> ▪ Good open communication with employees during one to one supervision in EYFS. ▪ Staff consulted during team meetings or appraisals and able to participate in discussions that may affect them. ▪ Staff supported emotionally and practically. ▪ Problems are recognised 	<ul style="list-style-type: none"> ▪ Meeting with staff to discuss impact of workload and how it can be reduced. ▪ Training employees in managing workload. ▪ Advice from Occupational Health Service ▪ Workplace Options counselling. 	<p>SLT</p>		



What are the hazards?	Who might be harmed and how?	What are you already doing?	What further action is necessary?	Action by whom?	Action by when?	Done
on staff.	respiratory problems	and solved promptly. These are recorded.				
Lack of control over work <ul style="list-style-type: none"> ▪ Lack of communication can lead to lack of ability to plan workload. ▪ Lack of flexibility can have a negative impact on staff. 	Affected employees may display the following behaviours or symptoms: <ul style="list-style-type: none"> ▪ Mental health problems ▪ Low self esteem ▪ Alcohol abuse ▪ Gastro-intestinal problems ▪ Hypertension ▪ Cardio-vascular and respiratory problems 	<ul style="list-style-type: none"> ▪ Communication given through year group and phase leaders. ▪ Staff encouraged to plan as much of their work as possible. ▪ Jobs enriched by ensuring that staff have all available skills. ▪ Staff understand how their work fits in with the wider aims of the unit. ▪ Encourage a supportive environment ▪ Regular meetings to ensure that staff are coping. 	<ul style="list-style-type: none"> ▪ SLT need to plan changes in advance and communicate changes as early as possible to staff. ▪ Reducing or changing work objectives ▪ Training employees in managing workload ▪ Advice from their Occupational Health Service ▪ Workplace Options counselling. 	SLT Phase leaders Year group leaders	On going	
Relationships with managers,	Affected employees may display the following	<ul style="list-style-type: none"> ▪ Work in partnership with staff and trade unions to create a culture where 	<ul style="list-style-type: none"> ▪ Training employees in managing workload ▪ Advice from the 	SLT	On going	



What are the hazards?	Who might be harmed and how?	What are you already doing?	What further action is necessary?	Action by whom?	Action by when?	Done
<p>colleagues, etc.</p> <p>Interaction with people at work could result in</p> <ul style="list-style-type: none"> ▪ harassment or bullying ▪ victimisation, humiliation or ridicule ▪ excessive supervision ▪ unjustified fault-finding ▪ malicious prevention of career development 	<p>behaviours or symptoms:</p> <ul style="list-style-type: none"> ▪ Increased sick absences ▪ Mental health problems ▪ Alcohol abuse ▪ Gastro-intestinal problems ▪ Hypertension ▪ Cardio-vascular and respiratory problems. 	<p>employees respect each other.</p> <ul style="list-style-type: none"> ▪ Set realistic targets and ensure fairness by providing information, job promotion, training and career development. ▪ Encourage staff to recognise individual contributions to the team and the benefits of the whole team pulling together ▪ Encourage and reinforce equal opportunity policies ▪ Communicate the consequences of breaching the policies. 	<p>Occupational Health Service</p> <ul style="list-style-type: none"> ▪ Workplace Options counselling. 	<p>All staff</p>		
<p>Lack of understanding of</p>	<p>Affected employees may display the following behaviours or symptoms:</p>	<ul style="list-style-type: none"> ▪ Clearly defined roles i.e. personal work plan to show roles and responsibilities. 	<ul style="list-style-type: none"> ▪ Reducing or changing work objectives to avoid role ambiguity. 	<p>HR SLT</p>		



What are the hazards?	Who might be harmed and how?	What are you already doing?	What further action is necessary?	Action by whom?	Action by when?	Done
<p>role</p> <ul style="list-style-type: none"> ▪ Role conflict together with lack of support and training- confusion about the expectations of the role. 	<ul style="list-style-type: none"> ▪ Increased sick absences ▪ Mental health problems ▪ Alcohol abuse ▪ Gastro-intestinal problems ▪ Hypertension ▪ Cardio-vascular and respiratory problems. 	<ul style="list-style-type: none"> ▪ Encourage early communication between management, trade unions and staff. ▪ Provide induction and clear instructions to employees. ▪ Listen to staff and agree a course of action for tackling problems. ▪ Encourage staff to share concerns about work related stress at an early stage. ▪ Provide sufficient training and support to enable staff to do their job with confidence. 	<ul style="list-style-type: none"> ▪ Providing clear well designed job descriptions. ▪ Training employees in managing workload. ▪ Enlist the Occupational Health Service involvement in the early stages of stress related concerns before employees go off sick. ▪ Workplace Options counselling. 			

