



# Tudor Grange Academies Trust

## Stress Management Policy

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## Review History

Date updated	Version	Change from last version
23.06.22	1.0	New policy

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### 1 Introduction

- 1.1. The Trust Board has a responsibility for the health, safety and welfare of its employees and recognises that their wellbeing is critically important to its success. The prevention and effective management of stress that is work related is central to the School's responsibility to its employees and to the role of managers and supervisors.
- 1.2. All employees have the right to expect that their working conditions and relationships will be such that they do not result in unnecessary anxiety or prolonged stress symptoms.

This policy statement is an indication that the School is committed to:

- 1.2.1. Preventing, in so far as is practicable, employee stress resulting from inappropriate work practices, excessive workloads or interpersonal relationships within the workplace.
- 1.2.2. Where work-related stress does occur, taking steps to minimise the impact of this stress on individuals.
- 1.2.3. Providing training and support to help managers and employees understand and recognise the nature, causes and management of work-related stress; and, for managers in particular, how to prevent or minimise work-related stress.
- 1.3. TGAT recognises that the pace of change across the education sector and pressure on resources increases the likelihood of work-related stress. Whilst it may not be possible to eradicate all work-based stress, the Trust wishes to create an organisational culture in which issues of employee stress are taken seriously and the wellbeing of employees is given a high priority.

### 2 Stressors

- 2.1. TGAT cannot address all potential stressors and cannot eradicate all stress from the workplace. A demand-free school is not practicable and could not be effective.

- 2.2. TGAT recognises that stress may not be directly work related and can result from a range of causes, including domestic circumstances, external crises and conflicting demands between workplace and home. However, this policy outlines the Trust's intention to prevent and address work-related stress, where it is able to do so.
- 2.3. Employees are required to report matters of concern relating to health and safety, including stress at work, to an appropriate manager. Employees are encouraged to develop a balanced and responsible approach to work and their personal lives and to inform management where personal stress is affecting their work.

### **3 The Responsibilities of Managers**

- 3.1. Prevention, recognition and management of work-related stress are critical parts of the management function.
- 3.2. Managers will try to create a working environment which avoids or reduces potential stressors. They will:
  - 3.2.1. Ensure effective communication about school/department performance, change and proposed developments. This recognises that the impact of change can be reduced if employees feel they have been adequately prepared for it.
  - 3.2.2. Establish reasonable workloads for individuals giving consideration to their post, experience and their capabilities and establish fair and equitable workloads across employee groups.
  - 3.2.3. Ensure that work deadlines are reasonable and properly scheduled.
  - 3.2.4. Ensure that all employees are aware of their rights and responsibilities.
  - 3.2.5. Create a culture in which it is clear that bullying and harassment will not be tolerated and deal promptly with those who are accused of inappropriate behaviour (see Policy on Bullying and Harassment).
  - 3.2.6. Take seriously employee concerns about inappropriate pupil behaviour and ensure procedures to support employees are in place.
  - 3.2.7. Create a culture where all employees know they can raise concerns and their concerns will be treated seriously and sympathetically; and which avoids a blame culture.
  - 3.2.8. Recognise that employees need to balance their work and home lives and responsibilities.
  - 3.2.9. Treat all employees equitably.
- 3.3. The senior management team will:
  - 3.3.1. Ensure that employees are appropriately trained for the work they are required to undertake.
  - 3.3.2. Be prepared to review individual workloads and objectives and ensure that work-life balance issues are addressed.
  - 3.3.3. Consider flexible or part time working, where appropriate.

- 3.4. The employee's line manager or senior manager as appropriate, will complete a stress risk assessment with the employee, when an employee is displaying possible symptoms of work-related stress or prior to returning to work from sickness absence relating to work-related stress.

#### **4 Stress Absence Procedure**

- 4.1. There may be occasions where stress impacts so negatively on health that individuals take time off work. It is the senior management team's objective to minimise sickness absence, to provide support for employees and to plan and implement a structured return to work where this is desirable.
- 4.2. It is important that individuals in such circumstances seek immediate advice from their GP to facilitate as speedy a return to work as possible. Where the employee consents, the Occupational Health Adviser will be asked to provide a report which will give the school guidance on the management of the problem in order to inform senior managers whether adjustments can or should be made to the individual's work. A senior manager will consider the circumstances of the employee's stress and will give consideration to an appropriate strategy for the individual to return to work, which may include:
  - 4.2.1. Adjustments to the individual's duties, workload or place of work where this can reasonably be achieved, either on a temporary or longer-term basis, with consideration of any salary implications.
  - 4.2.2. An initial return to work on a part-time basis.
  - 4.2.3. The offer of a job at a lower level of responsibility with a correspondingly lower salary grade.
- 4.3. Where the circumstances leading to the employee's stress involves conflict with other employees, the appropriate senior manager will instigate an independent review to provide an objective analysis of the causes of the conflict and possible solutions. The Trust recognises its obligations to act in response to absences which result from work-related stress; to act supportively, but also to act speedily. In the event of the employee not wishing to reveal the cause of the illness to the School or not willing to be referred to the Occupational Health Adviser, a senior manager will remind the employee of the importance of this and will, where appropriate, consult with the employee's representative to better understand genuine reasons why an employee is not responding. However, if the School asks again for this information and the employee does not respond, the School would follow the sickness absence management procedures.

#### **5 Sickness Absence Management Policy**

This policy operates in conjunction with the Sickness Absence Management Policy. Its impact will be monitored by the HR Director and will be reviewed annually.



### Stress Risk Assessment

Name of Academy	xxx
Purpose and scope	This risk assessment is in support of the Stress Policy and assess the risk of stress in the workplace.
Risk assessment conducted by	xxx
Risk assessment approved by	xxx
Date of next review	xxx

### Definition of risk levels

Risk Level	
Low	Acceptable risk.
Medium	The risk can be acceptable for this activity but the risk must be monitored on a regular basis.
High	Not an acceptable risk. Can not continue this activity without reducing the risk.

Hazard Identified	Who might be harmed & how?	Existing Controls and general comments	Further action required to control the risks	Risk rating	Action by Whom	Target Date to complete action
Stress	Staff	Staff and SLT are made aware of the stress management guidance that is in place.				



### Stress Risk Assessment

Hazard Identified	Who might be harmed & how?	Existing Controls and general comments	Further action required to control the risks	Risk rating	Action by Whom	Target Date to complete action
		<p>Senior managers have completed Stress awareness training.</p> <p>Job descriptions provide certainty to individual's tasks and responsibilities.</p> <p>Induction is in place for new starters.</p> <p>Staff performance is regularly reviewed to support identifying problematic or stressful areas.</p> <p>Staff are encouraged to raise issues of stress with their line managers, and have sufficient opportunity to do so outside of appraisals or 1-2-1s.</p> <p>Managers are encouraged to be sympathetic towards staff who approach them with concerns over stress.</p> <p>All discussions relating to stress will remain confidential between all parties, unless agreed otherwise.</p>				



### Stress Risk Assessment

Hazard Identified	Who might be harmed & how?	Existing Controls and general comments	Further action required to control the risks	Risk rating	Action by Whom	Target Date to complete action
		<p>All reasonable attempts should be made to resolve issues relating to stress, including involvement of outside agencies such as providing access to counselling or agreed contact with occupational health.</p> <p>Any new procedures introduced in the school will be assessed to determine their impact on existing workloads.</p> <p>Designated members of staff have been trained with Mental Health first aid training.</p> <p>Staff have access to a confidential counselling service.</p>				
Stress	Senior Leadership Team	<p>The Trust will support in the strategic running of the school.</p> <p>Staff are kept informed with regular team meetings.</p>				



### Stress Risk Assessment

#### ACTIONS

Ref No	Further action required	Action by whom	Target date	Comments/completed date

**INDIVIDUAL STRESS RISK ASSESSMENT**

<b>Department/section</b>					
<b>Name/job title of employee</b>					
<b>Name/job title of manager/supervisor</b>					
	<b>CULTURE</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>	<b>REQUIRED ACTION/COMMENTS</b>
1	Are you (or have you previously) suffered from stress related illness?				
2	Do you take your annual leave entitlement?				
3	Do you regularly work excessive hours?				
4	If you report that you are suffering from stress is action taken?				
5	Are there good, open and regular communications between staff up and down the management line at all levels				
6	Is there a feedback process in place for your comments and/or complaints?				
	<b>DEMANDS</b>				<b>REQUIRED ACTION/COMMENTS</b>
7	Are your skills and ability matched to the job?				
8	Is the allocation of work to duties monitored by your manager?				
9	Have you received induction and job training?				
10	Were your working hours agreed on recruitment?				

## INDIVIDUAL STRESS RISK ASSESSMENT

11	Do you understand the reasons for temporary increases in work?				
12	Do you have any problems with working environment factors? (noise, vibration, ventilation, humidity etc.) ?				
13	Are there adequate resources to do the required work?				
14	Is there sufficient, suitable equipment available to do your job?				
	<b>CONTROL</b>				<b>REQUIRED ACTION / COMMENTS</b>
15	Do you plan your own workload?				
16	Do you plan your own work schedule (i.e. timescales/deadlines)?				
17	Is there an element of flexibility in duty allocation and hours of work?				
18	Do you and your manager get together regularly to make decisions on how work problems should be tackled?				
	<b>RELATIONSHIPS</b>				<b>REQUIRED ACTION/COMMENTS</b>
19	Are you aware of the policy on bullying/harassment?				
20	Are you able to discuss relationships with colleagues with your manager (or someone else)?				
21	Are you consulted and involved in changes that may affect you?				
22	Are you kept informed during periods of change?				
23	Do you receive a regular appraisal/review?				
24	Do you have a clear job description?				

**INDIVIDUAL STRESS RISK ASSESSMENT**

25	Is the correct training available for all jobs you do?				
	<b>SUPPORT/TRAINING/OTHER FACTORS</b>				<b>REQUIRED ACTION/COMMENTS</b>
26	Are you aware of the services of the Occupational Health Unit?				
27	Do you wish to discuss this assessment with anyone else?				
28	Has the process for training and career development been explained to you?				
29	Are you aware of the process for transfer or promotion?				
30	Do you wish to undertake stress awareness training?				
31	Are there any other workplace factors which should be taken into account?				

Signed ..... (Manager)

Date .....

Signed ..... (Employee)

Date .....