



Management of Stress at Work Policy

Managing the relationship between work and health

Status	New Policy
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Review Cycle	Every three years
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Next Review	March 2027
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Mission Statement

We accept all pupils **as they are** and believe that every one of them is **entitled** to the very **best education**, delivered in an **environment** that is **supportive, caring and safe**.

Our goal is to develop our pupils to become:

- **Successful** Learners.
- As **independent** as possible.
- **Confident** individuals and self-advocates.
- **Effective** communicators and **contributors**.
- **Responsible** citizens.

We will do this by working to **ensure we get every aspect of their provision just right**, helping them to achieve academically, personally, socially and morally.

Stone Bay School: "**getting it right for every pupil**".

Rights Respecting Schools

The Unicef UK Rights Respecting School Award (RRSA) is based on principles of equality, dignity, respect, non-discrimination and participation. The RRSA seeks to put the UN Convention on the Rights of the Child at the heart of a school's ethos and culture to improve well-being and develop every child's talents and abilities to their full potential. A Rights Respecting School is a community where children's rights are learned, taught, practised, respected, protected and promoted.

Stone Bay has been awarded the Silver Award by UNICEF. This is awarded to UK schools that show good progress towards embedding children's rights in the school's policy, practice and ethos, as outlined in the RRSA Strands and Outcomes

1. Introduction

At Stone Bay we focus on **Evolving Excellence** in all that we do, working towards making our school the best it can be for pupils, staff and families. We are creating lasting **Trust** with all our stakeholders,

Empowering each other to learn and grow. By adhering to policies and clear processes we ensure **Fairness** and transparency in our decision making and actions, whilst ensuring we are **Collaborating** with others and always looking for ways to help each other to deliver excellence for our pupils.

Stone Bay is committed to staff well being, and is formalising its approach to recognising and managing stress in the workplace by launching a specific policy in 2024. The policy is designed to raise awareness and give employees the skills and confidence to manage their working lives better and help managers to manage well.

The policy is underpinned by the Health and Safety Executive's (HSE) Management Standards, incorporating the principles into a simple assessment format, useful for individuals and teams (see appendices 3, 4 and 5)). The use of other options such as the HSE's on-line indicator tool (section 9c) is encouraged where appropriate. It also contains information and advice on how to recognise, reduce and deal with work-related stress in the setting of familiar practices and support arrangements available at Stone Bay.

2. Statement of intent

KCC values its workforce and seeks to manage and control work-related stress actively through:

- good line-management practices and procedures
- raising awareness and appreciation of stress in the context of work
- people management policies and practices
- supporting the development of personal resilience and capacity skills
- provision of support to individuals.

Individuals are encouraged to be open about what's happening at work, to seek support and advice, and aim for a sensible work-life balance.

3. Aim

To reduce the incidence and impact of work-related stress through good management of people and activities, helpful information, clear guidance and effective support.

4. Objectives

The objectives of this policy are:

- to acknowledge the existence and effect of work-related stress on individuals and services
- to reduce detriment to health and well-being and promote personal effectiveness
- to raise awareness of the causes of work-related stress, acknowledging the relationship with personal and external factors, so that preventative and reasonable steps can be taken to offset or control stress at an early stage
- to provide and maintain suitable means of support and encourage individuals to trust and make use of such support
- to reduce any stigma associated with disclosure of stress by creating a climate for tackling the issues surrounding stress at work.

5. Scope and limitations

People respond to pressure in different and individual ways. Much will depend on an employee's personality, experience, motivation and the support available from managers, colleagues, family and friends. It is obvious that difficulties faced outside of work will have an impact on someone's ability to cope, or get on well at work and this needs consideration.

The guidance and procedures/arrangements in this policy will help managers to recognise when people are having difficulty coping and offer advice on how to build resilience.

This policy will not resolve all work-related difficulties nor should it be expected that feelings of 'stress' will never be a feature in any working day. The policy concentrates on the appreciation and prevention of foreseeable health risks through raising awareness and securing good standards of management.

It is accepted that occasional, exceptional effort may be needed to meet deadlines or to cover for temporary resource difficulties. Such short-term experience is not the focus of this policy, although it may be picked up within the general risk-assessment or management review process.

6. Setting the context

i) What is stress? What are the causes and consequences?

The HSE's definition is:

"Stress is the adverse reaction people have to excessive pressures or other types of demand placed on them".

This distinguishes stress from the pressures or challenges that provide the motivation for everyday living. Being under pressure can often improve performance yet when demands and pressures become prolonged and excessive they can lead to stress. Intense pressure without the opportunity to 'recover' can be a critical factor and everyone's capacity to cope will vary and be prone to shift.

The stress response is natural and not in itself an illness. Its effects are often short lived and cause no longer term harm. It is, however, well established that for some people excessive or prolonged periods of stress can result in physical and psychological illness such as anxiety; depression; raised blood pressure and heart disease; back pain; gastrointestinal disturbance and various minor illnesses.

ii) Why do we need a policy statement about managing stress at work?

There are legal, ethical and economic reasons for taking action. It is evident that prolonged periods of stress, as opposed to motivational pressure, can have an adverse effect on health. Therefore it is important that all staff are aware of the things that can lead to real stress, so that causes can be seen and tackled before long term damage is done.

KCC prides itself on the quality and efficiency of the services it provides to the local community and relies on employees to keep up those standards. Managing stress is a shared responsibility through good management of people alongside the awareness and responsibility of individuals to look after themselves.

The point of this policy is to reflect the good practice and complementary policies and arrangements that help people function well at work and prevent stress from being an unwanted bi-product of busy lives.

iii) Why it matters to KCC and individuals

By keeping our services running efficiently and with staff functioning well we see:

- less absenteeism and more productivity and creativity
- fewer accidents / incidents where human error can be a factor
- better quality of services and customer care
- better employee relations and working relationships
- improved morale and lower staff turnover
- fewer ill health consequences and compensation claims being pursued
- more recognition of success from the HSE and stakeholders
- better image and reputation.

iv) Summary of legal position

There is a legal duty to reduce and where possible prevent work-related stress impacting on the health of any employee. Under the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999, KCC has a general duty to look after the health, safety and welfare of employees and specifically, to assess risks associated with work. This means employers must identify signs of stress and the foreseeable risk to employees' health. Where risks are significant KCC has a responsibility to protect people from harm. Employees have clear responsibilities to look after their own health and safety too. In civil law, the 'duty of care' similarly extends to mental health as well as physical debility arising from work-related stress. The Equality Act 2010 will also apply in some cases. This may involve requiring reasonable adjustments to be made and arrangements to help an individual function better; helping to prevent the deterioration of a person's health.

7. Roles and responsibilities

i) Managers - should refer to this policy and associated guidance to appreciate and respond to:

- causes and consequences of stress
- recognition of stress, in themselves and others
- work factors, including management style, that can contribute or lead to problems
- good practice and support already in place.

In particular, managers need to:

- assess risks to staff and take appropriate steps to control any significant risks to health and well-being (see section 9 about approaches to assessing and managing risk factors)
- make sure staff know about the policy, its intentions and the wide range of services and support arrangements
- identify and meet training and development needs
- consult with staff and trade union safety representatives or employee representatives to explore the possible impact on health and safety from proposed changes at work
- treat individuals appropriately
- offer support to individuals where needed and let them know where this support is available
- support team success through appropriate interaction and behaviour.

ii) Individual employee - individuals have a responsibility to:

- let their manager know about work concerns. Therefore, it is important that employees feel encouraged, through the reassurance of managers at all levels, to disclose difficulties such as coping with workload and tensions / difficulties in relationships
- look after their own well-being and seek advice and support
- raise their development needs with their manager in order to fulfil their role and build resilience
- co-operate with their manager in implementing the outcomes of a relevant risk assessment
- support team success through appropriate interaction and behaviour.

8. HSE guidance for managing work-related stress - using the Management Standards as a useful framework for managing well

i) The HSE has produced a framework called the 'Management Standards' to help organisations measure performance relating to people management. The Standards are used in KCC to evaluate how well the organisation as a whole is doing by drawing on feedback from sources such as Human Resources, Staff Care Services, staff surveys and investigations / assessments.

Since the standards feature factors that make up our common experience of working life they also provide a useful framework for looking how things are going for teams or individuals and helping managers to assess what's working well and what could be improved or changed. Section 9 covers some examples of how the Standards can be used in this way.

ii) What exactly are they?

Quite simply the Standards are a range of workplace factors that research and experience have identified as critical aspects of working life that contribute significantly to people's well-being at work. If these are managed well then people are more effective, happier and able. When these factors are poorly managed over time, work-related stress may result, having a damaging impact on individuals and the services they help deliver.

These are the six standards and what they mean. A full outline of the Standards can be viewed on the HSE website.

Demands – workload, work patterns, environment and work culture.

Control – how much say people have in the way they do their work.

Change – how organisational change, large or small, is managed and communicated in the organisation including how staff are engaged in the process.

Support – the engagement, attention and resources provided by management, colleagues and through organisations with whom we're connected.

Role – whether people understand their role within KCC or establishments and whether the organisation ensures that requirements of roles are clear and compatible.

Relationships – promotion of positive practice to avoid conflict and deal with unacceptable behaviour.

The consistency of this approach makes it easier for managers, advisers and trades union colleagues to work in partnership to address work-related stress.

9. Assessing working conditions and managing well

What can managers do?

People as individuals will vary in their capacity to cope with pressure, so managing and assessing whether stress is a real concern needs flexibility and responsiveness to change. Examples of times where such assessment is useful include; preparation or review of changes, introduction to new ways of working, as a periodic feature of team meetings or appraisal of individuals.

i) There are many useful ways of looking at what's happening in teams or to individuals. As an organisation we make good use of a wide range of ways to monitor and get feedback from the workforce including one to one conversations, team meetings, service review meetings, staff surveys and audits. All these approaches contribute to on-going risk assessment and are part of good management practice. There are times when a more structured and focussed approach is necessary and managers should be prepared to undertake risk assessments to check on the demands and pressures facing teams or individuals. There is no single way to tackle risk assessment so it's good to approach the evaluation of work pressures with choices not rigidity. Whatever approach is used what matters most is that sufficient connection and communication is achieved to know where adjustments are needed to protect people from excessive demands and pressures, that can lead to ill health if not reviewed and contained.

Action required

Typical times when an assessment might be appropriate for teams are:

- when it is recognised that people are displaying signs of stress (see guidance to raise awareness and recognition of stress - appendix 1)
- as part of a periodic review of the team's capacity and wellbeing

- as part of assessing the overall impact of planned or unplanned changes and for individuals
- when an employee or their colleagues have raised concerns about the pressures they are facing
- following a significant event that might have diminished their capacity to cope with work pressures
- as part of a planned return to work following a long period of sickness absence associated with stress, anxiety or related conditions.

To help the assessment process and to neatly embrace the Management Standards as a reasonable framework to capture what's happening at work, the pro-forma described below, along with appendices 1 and 2, will help managers to highlight any significant factors that need looking at, or reassure them that things are reasonable and acceptable. Managers are not restricted to using the format and are encouraged to adapt the approach and make use of the other tools summarised below.

ii) Useful tools for assessing and managing pressures at work:

a) Team stress risk assessment (appendix 3). As a minimum every team should have a team risk assessment in place. This simple form, based on KCC's general risk assessment pro-forma is designed to help managers assess and document a team's wellbeing at work, reviewing their activities and approach to work, helping agree sensible, realistic solutions for managing their working lives. The template follows the HSE Management Standards and helps structure thoughts and lines of enquiry. The most important benefit of this framework is that it promotes communication between individuals and the team seeking an understanding of what areas of work design are going well and what could be improved. It is flexible and easy to use.

This is a general assessment of working practice including people's capacity to cope and acknowledges that stress may be an outcome if working life and demands are not managed well and reasonable in scope and scale.

Note: Research by the Department for Work and Pensions indicates that work is good for long-term well-being. While everyone's recovery from mental illness or other conditions can be different, working can be an important part of someone's recovery or management of their condition. So assessing working conditions to keep someone able to continue working productively or to return with the help of a personalised plan is a good thing.

b) HSE indicator tool - the HSE have designed a tool that can be used to assess work-related pressure for teams of 10 or more. A number of teams in KCC have found this a useful starting point for looking at work-related stress.

The process is simple and objective. Firstly team members receive a link to an anonymous management standards electronic survey comprising of 35 questions. The questions focus on the 6 Management Standards; demands, control, support, relationships, role and change. On the agreed deadline date these results will be sent to the Health and Safety team who will then produce a report based on the results of the survey.

The results give a range of 4 findings ranging from 'urgent action needed' to 'doing very well'. Focus / discussion groups can then agree a reasonable action plan to work towards

improvements and it is important to note that even when 'doing very well', on-going action is required to make sure this remains the case.

The tool has a number of advantages:

- the process is quick and simple
- the results are objective
- employees are able to contribute anonymously and confidentially
- the process can be repeated at a later date and the results be compared to previous surveys.

Where larger groups use the HSE Indicator tool it can be used along with the Management Standards workplace risk assessment (appendix 4) to capture agreed action points. For more information please contact the Health and Safety team.

c) Individual stress management action plan template (appendix 5): This form encourages a simple review of what is having an impact on an individual at any one time and moves them towards self-defined solutions, with support from their line manager and an agreed action plan.

All these approaches to risk assessment help us meet our legal obligations and make it easier to check and manage the risk associated with work related stress.

10. Reporting and recording work-related stress

There is a huge difference between events that cause reactions such as temporary upset and situations where stress is a reality with long term consequences. There are well established ways to discuss disputes, relationships and work pressures including informal conversations, meetings and more formally through grievance hearings, case management approaches and workplace mediation. Where such situations arise an appropriate record should be made by the manager and/or others involved and steps taken by all responsible to deal with the matter.

a) When is it appropriate to use the accident/incident report form HS157 to record stress?

Stress is not a type of accident/incident and the use of the report form would only apply where traumatic stress is the result of a significant event or in the context of physically violent behaviour. The causes of stress response are generally multiple by nature, building over time, which should be responded to by everyday management approaches as described above.

b) Is stress reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)?

No. Neither work related stress nor stress related ill health are reportable to the HSE under RIDDOR. The need to assess and manage the risk of work related stress and ill health are, however, statutory duties which is why this policy and guidance sets out

KCC's commitments and offers practical aids to the assessment and management of working conditions.

11. Complementary policies, services and initiatives that support the prevention and management of work related stress

The policies, procedures and services below play a part in our approach to managing people well and managing stress at work. Information is readily available on Knet, KELSI, in the Blue book and through advisers in the services mentioned.

☐ **Employee Policies - including Staff Wellbeing Policy and Flexible Working Policy.**

☐ Safeguarding Policies

☐ Stakeholder Policies

☐ Statutory Policies

Procedures/programmes

- Appraisal
- Induction
- Exit interviews
- Return to work plans
- KNet and KELSI guidance
- Probation
- Supervision
- Health and wellbeing

Services

- Staff Care services: (Occupational Health, Support Line/Staff Counselling, work-place mediation)
- Human Resources
- Coaching / mentoring
- Learning and Development
- Health and Safety

12. Sources of advice and training

Human Resources, Occupational Health, Health and Safety Advisers and trade union colleagues provide support and advice on managing stress at work and relevant training arrangements including those listed in Section 11 and Section 13 of this policy.

Training courses designed to help individuals cope with circumstances and pressures of life are available through Learning and Development.

Examples of topics on offer include:

- Mental Health Awareness
- Conflict Resolution

- Personal Resilience
- Emotional Intelligence
- Managing Difficult Conversations
- Managing Change Successfully
- Introduction to Mindfulness.

13. Support systems / employee assistance

KCC's General Policy Statement on Health, Safety and Welfare acknowledges the duties placed on KCC as an employer to safeguard employees' health, safety and welfare at work. This is supported by commitments in the People Strategy 2017-22 and related policies, arrangements and services. Some are listed below and contribute to the goals of good management and support for staff.

- Support Line - counselling
- Senior Mental health and Well being Lead Wellbeing
- Work-place mediation supported by SLT
- Coaching and mentoring
- Human Resources options e.g. confidential disclosure, case management approach, supporting rehabilitation and return to work
- Referral to Occupational Health
- Activities of trades union / employee representation at hearings
- Health promotions / health indicator checks
- Schools wellbeing programme
- Dignity and Respect at Work policy
- Food bank
- Staff wellbeing Room

Appendix 1

Quick reference guide to raise awareness and recognise stress

Managers are not always aware of problems, especially if they relate to situations outside of work. So, it's important that people know about the symptoms and indicators of stress so they can judge whether there is a need to step in e.g. review work factors, open up conversation, or make sure the individual is aware of the support around them at work. The following information may help to guide you.

Common causes of stress at work

There is no simple way to predict what will cause harmful levels of stress. It is more likely where:

- pressures pile on top of one another or are prolonged
- people feel trapped or unable to exert control over the demands placed upon them
- people are confused by conflicting demands made on them.

In the workplace stress may be caused by:

- the nature of the job
- a long- hours culture
- exposure to abuse or violence
- excessive travel
- pressure of workload and deadlines
- uncertainty about work expectations and objectives
- lack of prospects or security of job
- being unclear about a manager's view of ability or performance
- prolonged conflict between individuals, including sexual or racial harassment, bullying, or staff treated with contempt or indifference.
- a lack of understanding and leadership from managers and supervisors
- physical conditions in the working environment e.g. excessive noise, heat, humidity and vibration
- change in relation to e.g. organisational structure, location, new equipment including IT and software, procedures, work patterns, colleagues and managers, events outside of work
- personal problems
- personal suitability.

What to look for – signals to be aware of

Stress can be associated with anxiety, depression, headaches, fatigue, high blood pressure and stomach disorders and there are many other signs including:

- rapid mood changes

- sleep and eating disorders
- low self-esteem and confidence
- muscle tension
- irritability
- disturbed concentration
- back ache
- aggression
- skin problems
- chest pains
- reduced performance and accuracy
- apathy.

Other behavioural effects

Of course, these same conditions and behaviours can be down to other causes so need to be considered with care and sensitivity:

- unusually impulsive or emotional
- poor social relationships
- frequent absence
- heavier smoking/drinking.

Appendix 2

Prompt sheet for managers carrying out management standards workplace / stress risk assessments

This prompt sheet is to help inform the risk assessment and forms part of the KCC Stress Management Policy. It is designed to help managers plan and review an individual's / teams wellbeing at work, reviewing their activities and approach to work. The simple style makes it easy to use for formal recording of risk assessment and as a source of guidance. Look through the suggestions for managing workplace risks. The practice may already exist but is it sufficient?

Be realistic. This is a helpful tool to get you started. You can use it for checking that you are managing well and to record other things you do or intend to do within a reasonable timescale. Should you feel a more detailed evaluation is needed, please ask your directorate Personnel adviser or Health and Safety Adviser for advice.

The Management Standard	Practical examples of what you can do
<p>Demands</p> <p>The standard is:</p> <ol style="list-style-type: none"> An individual/team indicates that they are able to cope with the demands of their job(s), and systems are in place locally to respond to any individual/team concerns. <p>Consider:</p> <ul style="list-style-type: none"> too much to do too little to do boring repetitive work matching people's ability to the job. 	<ul style="list-style-type: none"> help prioritise tasks and try to warn of urgent or important jobs take care when recruiting: match individuals to the job deal with impact of unfilled vacancies e.g., short/long-term review of resources and priorities, seek clearance for temporary cover provide training where necessary make sure rest breaks are observed increase/decrease variety of tasks learn about and share good time management practice monitor and spread workload and complexity e.g., case load check that the individual/team are coping with the scale of such demands use 1:1/team meetings/professional supervision/ e-mail where appropriate – keep open records of meetings and try to stick to agreed schedules for meetings. <p>The working environment:</p> <ul style="list-style-type: none"> keep hazards such as noise, heat, humidity, harmful substances under control keep the workplace as attractive as you can – this helps give a sense of well-being and encourages organised behaviour introduce green-leaf plants for attractiveness and to improve air quality manage interface with others e.g. handling of violence, overcrowding, equality of work conditions offer recovery time if dealing with difficult clients or disturbing cases.

<p>Control</p> <p>The standard is:</p> <ol style="list-style-type: none"> 1. An individual/team indicates that they are able to have a say about the way they do their work; and 2. systems are in place locally to respond to any individual/team concerns. <p>Consider:</p> <ul style="list-style-type: none"> ● how much say an individual/team has in the way they work, including pace, breaks and work pattern ● balancing work and home life ● the individual/team is encouraged to develop and learn new skills. 	<ul style="list-style-type: none"> ● test your trust by giving more control to the individual/team to plan and manage their work, where possible, and include them in problem solving ● where possible, reach agreement about sensible deadlines ● make sure business and personal objectives are clear and understood: use appraisal, team meetings and 1:1s well, stick to the personal appraisal schedule and process to ensure fairness and instil good practice ● involve the individual/team during periods of change e.g. accommodation, team reorganisation, new colleague(s) ● see if there is scope for flexible working arrangements/practice ● value productivity and quality rather than prolonged presence.
<p>Support</p> <p>The standard is:</p> <ol style="list-style-type: none"> 1. An individual/team indicates that they receive adequate information and support from their colleagues and superiors; and 2. systems are in place locally to respond to any individual/team concerns. <p>Consider:</p> <ul style="list-style-type: none"> ● training and factors unique to the individual/team ● systems are in place to encourage managers to support individual/team ● the individual/team receives regular and constructive feedback. 	<ul style="list-style-type: none"> ● discuss/identify training needs and provide appropriate training e.g. handling difficult clients/customers ● ensure newly appointed managers are given appropriate training to be managers and make sure staff are familiar with the KCC Stress Management Policy ● make sure the individual is aware of Support Line, mediation and coaching and include contact details ● be aware of difficult periods such as bereavement or domestic change as they can affect ability to function well ● value diversity and the wide ranging style and experience of individuals in the team ● be aware of the 'make-up' of an individual and team and their different approaches ● avoid encouraging people to work excessively long hours or skipping breaks ● set a good example, listen to and respect others ● support and encourage even when things have gone wrong. Be constructive and clear about what you want to happen next time ● pass on information from management team meetings and encourage comments ● remember, customer care counts for staff as well as the public ● communicate regularly with staff including those working remotely or from home

	<ul style="list-style-type: none"> ● encourage bottom-up communication to ensure views are shared and taken into account ● ensure good balance of types of communication, not all indirect such as e-mail ● use 1:1/team meetings/professional supervision/ e-mail where appropriate – keep open records of meetings and try to stick to agreed schedules for meetings.
<p>Relationships</p> <p>The standard is:</p> <ol style="list-style-type: none"> 1. An individual/team indicates that they are not subjected to unacceptable behaviours, e.g., bullying at work; and 2. systems are in place locally to respond to any individual/team concerns. <p>Consider:</p> <ul style="list-style-type: none"> ● poor relationships with others ● bullying or harassment. 	<ul style="list-style-type: none"> ● take time to observe and be aware of relationships ● where tension is observed or declared, discuss and/or seek support ● provide training in interpersonal skills/team building ● bring the bullying and harassment policy to life, encourage the individual/team to report unacceptable behaviour ● deal with complaints or unacceptable behaviour promptly and properly.
<p>Role</p> <p>The standard is:</p> <ol style="list-style-type: none"> 1. An individual/team indicates that they understand their role and responsibilities; and 2. systems are in place locally to respond to any individual/team concerns. <p>Consider:</p> <ul style="list-style-type: none"> ● confusion about expectations of others and scope and responsibilities of job ● systems are in place to enable individual/team to raise concerns about any uncertainty and conflict and the individual/team are aware of these systems. 	<ul style="list-style-type: none"> ● consistent, clear induction of new staff ● personal action plan discussed and agreed ● use of buddying system or mentoring ● encourage the individual/team to be open about their concerns e.g. health and safety issues ● ask the individual at interview how they deal with competing priorities/demands.

<p>Change</p> <p>The standard is:</p> <ol style="list-style-type: none"> 1. An individual/team indicates that the organisation engages them frequently when undergoing an organisation change; and 2. systems are in place locally to respond to any individual/team concerns. <p>Consider:</p> <ul style="list-style-type: none"> ● how change is managed & communicated ● uncertainty about what's happening ● fears about job security ● the individual/team is aware of the relevant support available during change. 	<ul style="list-style-type: none"> ● give the individual/team the chance to comment on and ask questions before, during and after change and explain why change must happen ● set out a realistic timetable for change and remember time is needed for training and/or adjustment e.g. use of new or different technology/machinery or software ● keep the individual/team up-to-date and fully briefed about the things that can affect them directly or are relevant to their sense of belonging. Be prepared to pass information on up the management chain regarding the individual's/team's stress levels and any contributory organisational factors ● make sure trade union safety representatives or employee representatives are consulted about changes which can affect employee health and safety e.g., new ways of working, new equipment, changes to arrangements. Involve them in assessing the impact of change at an early stage.
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Appendix 3

Team stress risk assessment template

This risk assessment forms part of the KCC Stress Management Policy. It is designed to help managers assess and document a teams wellbeing at work, reviewing their activities and approach to work. The simple style makes it easy to use for formal recording of risk assessment in conjunction with the management standards workplace risk assessment (MSWRA) prompt sheet as a source of guidance.

This risk assessment should be completed by the manager following discussions with their team and shared accordingly.

Team stress workplace risk assessment					Assessment date:		
Team:					Review date*:		
Step 1	Step 2	Step 3	Risk rating	Step 4	Step 5 Action & review Review		
Identify the hazards	Who might be harmed & how?	What are you already doing?	trivial/ low / med / high / stop	Is anything further needed?	Action required	Responsible person	Date completed
Demands - <i>example</i>	All staff – specific times of the year with high volume / tight deadlines etc. dealing with difficult clients – both internal and external	<ul style="list-style-type: none"> understanding what work-related stress is and what can cause it responding to a pattern of increased absence due to work-related stress 	Med	<ul style="list-style-type: none"> meeting with staff and clients to agree timings for projects etc. planning work to minimise excessive demands employees being encouraged to talk to 			

		<ul style="list-style-type: none"> • talking to employees during 1-1's etc. • looking for signs of stress in employees 		line managers about potential difficulties with workloads			
Control							
Support							
Relationships							
Role							
Change							
Assessor name(s):				Job title:			
Signature:							

*You should review your risk assessment annually or if anything changes (e.g. following a case of stress-related ill health in the workplace or if there are any significant changes, such as new work activities).

Appendix 4

Management standards workplace risk assessment template

This risk assessment forms part of the KCC Stress Management Policy. It is designed to help managers assess and document a teams wellbeing at work, reviewing their activities and approach to work. The simple style makes it easy to use for formal recording of risk assessment in conjunction with the MSWRA prompt sheet as a source of guidance.

This template can be used by managers whose team/s have followed the management standards approach.

Please ensure this risk assessment is completed following feedback sessions with your staff and shared accordingly.

Management standards workplace risk assessment					Assessment date:		
Team:					Review date*:		
Identify the Step 1 Identify the hazards	Step 2 Who might be harmed & how? Use findings for discussion	Step 3 What are you already doing?	Risk rating trivial/ low / medium / high / stop	Step 4 Is anything further needed?	Step 5 Action & review Review		
					Action required	Responsible person	Date completed
Demands - Example	All Staff Assessed as 'clear need for improvement' Q.3. 'Different groups at work demand things	<ul style="list-style-type: none"> ● training provided ● 1-1's undertaken with all staff 	Med	See prompt sheet for examples such as: <ul style="list-style-type: none"> ● help prioritise tasks and try to warn of urgent or important jobs 			

	<p>from me that are hard to combine.'</p> <p>Q.9. 'I have to work very intensively.'</p> <p>Q.12. 'I have to neglect some tasks because I have too much to do.'</p> <p>Q.20. 'I have to work very fast.'</p>			<ul style="list-style-type: none"> • take care when recruiting: match individuals to the job • deal with impact of unfilled vacancies e.g., short/long-term review of resources and priorities, seek clearance for temporary cover 			
Control							
Support							
Relationships							
Role							
Change							
Assessor name(s):				Job title:			
Signature:							

*You should review your risk assessment annually or if anything changes (e.g. following a case of stress-related ill health in the workplace or if there are any significant changes, such as new work activities).

Appendix 5 Individual stress management action plan template

This risk assessment forms part of the KCC Stress Management Policy. It is designed to help managers assess and document a individuals wellbeing at work, reviewing their activities and approach to work. The simple style makes it easy to use for formal recording of an action plan in conjunction with the management standards workplace risk assessment (MSWRA) prompt sheet as a source of guidance.

Member of staff:	Assessment date:
Facilitated by:	Review date:

Identify the hazards	What is going well and not so well?	What else could be done / action required?	Who will take this forward?	How will staff receive feedback?	Action Completed (Date and Signature)
Demands - <i>example</i>	<p>XXX suffers with lower back pain.</p> <p>XXX explained they enjoy their role, but has found the demands of the travel required for their role has had a negative effect on their health, however there has been a change to the district XX manages.</p>	<p>XXX now manages the district closer to home, which reduces the travel.</p> <p>XXX's manager has agreed they can work from home when possible and agreed flexible hours.</p>	<p>Manager</p> <p>Manager</p>	<p>Through 1:1 or supervision meetings.</p> <p>Through 1:1 or supervision meetings.</p>	
Control					

Support					
Relationships					
Role					
Change					
Summary					

Manager's name		Manager's signature		Staff name		Staff signature	
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*You should review your risk assessment annually or if anything changes (e.g. following a case of stress-related ill health in the workplace or if there are any significant changes, such as new work activities).