



MacIntyre Academies

MAT Wellbeing (Mental Health) Policy

Version:	Changes/Updates	Responsibility:	Date:
V2	EAP Provider details updated - Appendix 1 - EAP – Information Sheet Name change – Wellbeing Policy changed to Wellbeing Policy	CEO	Jan 2020
V3	<ul style="list-style-type: none">- Policy name change – addition of (Mental Health)- The Principal will strive to create an environment in which employees feel capable of approaching their manager to discuss their mental health- Last two bullets of Line Manager responsibilities added- Paragraph added about workplace adjustments- Paragraph added about employee action plan- Contact number for Alcoholics Anonymous has changed- Roles updated	Group Director	Apr 2023

Person Responsible:	Group Director
Type of policy	Non-statutory
Date of first draft:	2016
Date of staff consultation:	Jan 2017
Date adopted by the Trust Board:	Feb 2017
Date of implementation:	Mar 2017
Date reviewed:	Apr 2023
Date of next review:	Apr 2026

Wellbeing (Mental Health) Policy

1. Purpose

This policy sets out the Academies Trust Approach to proactive management of stress and to support employees struggling with mental health issues. It aims to reduce the occurrence of work-related stress conditions among staff, thus providing a safer environment for all and enhanced education provision for pupils.

2. Scope

This policy applies to everyone employed by the Trust. The Trust Board, Local Advisory Boards, Group Director, Principals and line managers have a duty of care to their staff and are responsible for the implementation of the policy.

This policy doesn't form part of any contract of employment and may be amended from time to time.

3. Introduction

MacIntyre Academies Trust 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 is especially pertinent as according to the Health and Safety Executive, stress is the predominant cause of work-related illness in the education sector.

This policy is written in accordance with:

- Health and Safety Executive's (HSE) Management Standards for Stress, and the Health and Safety at Work Act 1974.
- NUT, GMB, Unison & Unite publication "Guidance for School Leaders on preventing work-related mental health conditions by tackling stress" 2015.
- The Equality Act 2010 in respect of making reasonable adjustments for employees suffering from a disability.

Where stress (whether personal or work related) leads to absence from work this policy should be read in conjunction with the:

- MAT Sickness Absence Policy
- MAT Capability Policy

4. 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. For the purposes of this policy, the term 'mental health problem' includes mental health conditions that have been diagnosed by a medical professional as well as signs of stress and anxiety

5. Indicators

To prevent mental health problems escalating, early intervention is important. In many cases, obvious indicators that an employee is suffering from a mental health problem may not be present, however, early signs can include:

- behavioural, mood or temperament changes, especially when communicating with others
- decrease in productivity and focus
- inability to make decisions and problem solving
- showing signs of tiredness or being withdrawn and unable to take part in hobbies they usually participate in
- reducing intake of food or increasing intake of alcohol, cigarettes etc.

6. Underlying Principles

A person experiences work-related stress when they perceive that the demands of their work are greater than their ability to cope. It is important to remember that some level of stress is a normal aspect of everyday life. However, the harmful effects of stress, particularly when chronic can be detrimental to the overall physical and psychological well-being of individuals, impacting on their work/life balance. We refer to this as 'detrimental work-related stresses, which MacIntyre Academies Trust is committed to reducing.

Stress can not only impact on individual's wellbeing but it can also undermine performance at work. Stress may result from having too few demands, as people can become bored, feel undervalued and lack recognition. MacIntyre Academies Trust is committed to supporting employees to experience a healthy level of challenge and manage the demands of their work.

This policy focuses on work related stress; however, it is recognised that excessive pressure and demands outside of work can also play a part. It is difficult to control outside stressors, but MacIntyre Academies Trust acknowledge that home and work problems can interact, and we recognise this in order to effectively manage work related stress.

7. Aims

This Wellbeing (Mental Health) Policy is intended to ensure that we:

- Increase awareness and understanding of stress in the workplace
- Manage the causes of stress at work and maintain wellbeing amongst our staff
- Communicate the procedures and resources dedicated to the prevention and management of detrimental work-related stress
- Eliminate or minimise the impact of detrimental stress on all Academy employees, thereby maintaining the health and well-being of all staff and organisational efficiency and effectiveness
- Adopt the Health and Safety Executive Management Standards approach to managing stress

8. Objectives

8.1 We will achieve our aims through the following actions:

- Our Academies will identify all significant workplace stressors and conduct risk assessments to minimise stress or control the risks from stress. These risk assessments will be reviewed should the process or circumstances change.
- Individuals who experience detrimental work-related stress will have their own individualised risk assessments.
- Our Academies will provide training for line managers in good management, support and supervision practices.
- Our Academies will give staff access to confidential counselling to alleviate stress caused by either work-related or external factors.
- **Our Academies will make available adequate resources to implement their agreed stress management strategy.**

9 . Responsibilities

9.1 MacIntyre Academies Trust Board

Have strategic responsibility to ensure the Trust has a comprehensive and proactive approach towards staff wellbeing. Through reports presented to the Board and it's committees, through data analysis and visits/ visit reports, the Board monitor indicators of staff wellbeing and hold the Group Director to account for the Trust's wellbeing initiatives. The Board ratify the Wellbeing (Mental Health) Policy at every review.

9.2 Local Advisory Board (LAB)

Through their Academy visits and the reports presented by the Academy Principals, the LABs monitor and evaluate the effectiveness of the policy and practice, in line with the Scheme of Delegation and their Terms of Reference.

9.3 Group Director

Holds Academy Principals to account for the implementation of this policy.

- Reviews Stress at Work Risk Assessments. Monitoring and reviewing the effectiveness of measures to reduce stress.
- Ensures that the Trust provides training for all managers and supervisory staff in good management practices.
- Ensures that the Trust provides adequate resources to enable managers to implement a stress management strategy.

9.4 Human Resources

- Give guidance to managers on the Wellbeing (Mental Health) 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 Health or the Employee Assistance Programme where appropriate.
- Provide specialist advice and awareness training on stress and Mental Health.
- Train and support managers in implementing stress risk assessments.

9.5 Principals are responsible for the following:

- Ensuring that all staff and regular volunteers are familiar with and have access to a copy of this policy.

- The Principal will strive to create an environment in which employees feel capable of approaching their manager to discuss their mental health
- Provision of resources
- Familiarising themselves with the nature and causes of stress in the workplace
- Supporting, implementing and disseminating the principles and aims of the Wellbeing (Mental Health) Policy among their staff.
- Ensuring managers undertake stress risk assessments with the staff they manage, where applicable, and that they take action to deal with the issues identified and minimise the risks as far as is reasonably practicable.
- Ensuring that their managers demonstrate the appropriate behaviours associated with promoting and maintaining staff wellbeing, which adhere to the principles, aims, and strategies of the policy
- Encouraging employees to aspire to a healthy lifestyle.
- Monitoring and recording stress-related sickness absences, and liaising with HR including consideration of referral to Occupational Health for proactive intervention.
- Ensuring that appropriate referrals are made to Occupational Health and that risk assessments are conducted based on this advice. Carrying out a whole school assessment and action plan for Work Related Stress where:
 - The levels of stress related sickness absences and/or staff turnover are significantly high
 - There are significant hazards such as concerning pupil behaviour, heavy workloads etc.
 - There are high or increased levels of formal/informal employee complaints

9.6 Line Managers

All Line Managers are responsible for:

- Familiarising themselves with the nature and causes of stress in the workplace.
- Understanding and applying the strategies for preventing and minimising stress at work
- Being aware of risks, for example any traumatic events, health problems, disciplinary action, complaints about overwork and bullying, organisational change and ensuring that staff have access to appropriate support.
- Carrying out the Wellbeing Ready Reckoner with their team
- Contributing to the whole school assessment and action plan for Work Related Stress, and resulting action plan.
- Referring employees who are absent due to stress to the Occupational Health Service
- Support individuals who have been off sick with stress and advise them and their management on a planned return to work.
- Seeking advice for complex issues from Occupational Health as required. Taking reasonable steps to reduce the risks identified, NB this must not be left to the employee alone to solve.
- Carrying out an individual risk assessment (appendix 5) for any employee where they have identified symptoms of work-related stress or has been absent due to work related stress.
- 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 jurisdiction.
- Be vigilant and offer additional support to a member of staff who is experiencing stress outside work e.g. bereavement or separation.
- Where necessary, managers will invite the employee to regular private meetings and ask them to talk openly about their mental health problems. The manager will not make presumptions about how the mental health problem is impacting on the employee personally and professionally. Initial action will include checking how the employee is getting on at work, in the same manner as if the employee was suffering from a known physical health problem
- In a more general sense, managers will strive to create an environment in which employees feel capable of approaching their manager to discuss their mental health

9.7 All Staff including regular volunteers

All personnel identified are responsible for the following:

- Understanding the Wellbeing (Mental Health) Policy and co-operate with managers and colleagues in the prevention and control of stress
- Making every effort to avoid behaviours which give rise to stress
- Developing a balanced and responsible approach to work and their personal lives to ensure they are able to work
- Being aware of the signs and causes of stress in the workplace (and in their personal lives)
- Recognising that dealing with stress is not a weakness, it is a natural reaction which can be both positive and negative
- Reporting matters of concern relating to their or a colleague's health and safety at work to an appropriate manager
- Where appropriate, supporting colleagues who are experiencing stress
- Informing their manager when personal stress is affecting their work and where appropriate consider accessing the Employee Assistance Programme (Appendix 1) for additional impartial support and advice. Requesting that they be referred to the Occupational Health Department. In an emergency, consulting their GP.
- Any support required by the employee is likely to be known by the employee themselves. We actively encourage employees to be open and honest about their mental health and to inform their manager of any issues at an early opportunity to allow these to be addressed. There is also an expectation on all employees to conduct themselves in a helpful and open-minded manner towards colleagues who have mental health problems.
- Behaviour which is deemed by us as being harassing or bullying in nature which is either a contributory factor to an employee's poor mental health, or is in reaction to the employee's current situation, is unacceptable and will be dealt with under our disciplinary procedure.

10. Support for employees

As part of MacIntyre Academies Wellbeing offering, the following support is available:

10.1 Employee action plan

If a manager identifies a mental health issue, they will work alongside the employee to create a personal action plan that provides for proactive management of their mental health. This will support ongoing open communication between the manager and the employee and will result in mutually agreed steps being set in place that can be monitored on an ongoing basis.

The manager will ask the employee to draft the plan to ensure it meets their requirements, with medical support as necessary, and then it will be set in place with their manager. Any information in the plan, and the plan itself, will be kept confidential and reviewed on an ongoing basis by both the employee and their manager.

A wellness action plan should cover:

- actions and measures that can support the employee's mental health
- symptoms and triggers for poor mental health
- the impact mental health problems have, or could have, on the employee's performances
- any workplace supported required from their line manager or colleagues
- any positive actions the employee can take when suffering from poor mental health
- a review process to ensure the workplace support is having the required effect.

10.2 Workplace reasonable adjustments

The Trust will endeavour to consider all reasonable workplace adjustments for any employee who is suffering from a mental health problem to ensure their situation does not create a barrier to actively contributing to the workplace. Once the adjustments are agreed, they will be reviewed on an ongoing basis to ensure they are having the required effect.

A disability is defined as "a mental or physical impairment that has a substantial long-term adverse effect on an individual's ability to carry out normal day-to-day activities". MacIntyre Academies is legally obliged to make reasonable adjustments to an employee's role or workplace if they have a disability that places them at a disadvantage when performing their role. The Trust will endeavour to consider all reasonable workplace adjustments for any employee who is suffering from a mental health issue.

Examples of reasonable adjustments could include:

- adjusting hours of work or the location of work, including within the building itself
- adjusting or reallocating duties of the job role
- making amendments to the workplace environment, for example adjusting lighting
- amending absence triggers before disciplinary action is triggered.

10.3 Occupational Health Referral

The Occupational Health Service is responsible for the assessment of employee's health and giving advice to managers where employees have stress related problems or sickness absences, providing:

- Professional advice on health-related issues
- Advice on:
 - phased return to work if appropriate
 - advice on flexible working hours / revised duties if feasible
 - medical redeployment

In addition to their responsibilities outlined. Managers should ensure that employees who are referred to the Occupational Health Service are fully aware of the reasons for their referral and of the purpose of the service ensure that the Occupational Health Service is properly briefed on any special physical and psychological demands of jobs, health problems and how these affect the employee's ability to perform their work.

11. Managing absence and return to work

Where the employee is absent by reason of their mental health concerns, their manager (or a nominated communication person) will communicate with the employee at regular intervals during their absence as agreed with the employee. It is important employees engage with this process and partake in agreed communications with the nominated contact person.

The Sickness Absence Policy will apply to the employee's absence as normal, subject to any reasonable adjustments in place for the employee.

Upon the employee's return from absence, a return-to-work meeting will take place and any return-to-work plan agreed between the manager and the employee to ensure necessary steps can be taken to support the employee to remain in work. This can include introducing a temporary return on amended working hours, removing stressful duties during a phased return, and providing additional workplace support as necessary.

12. Employee Assistance Programme

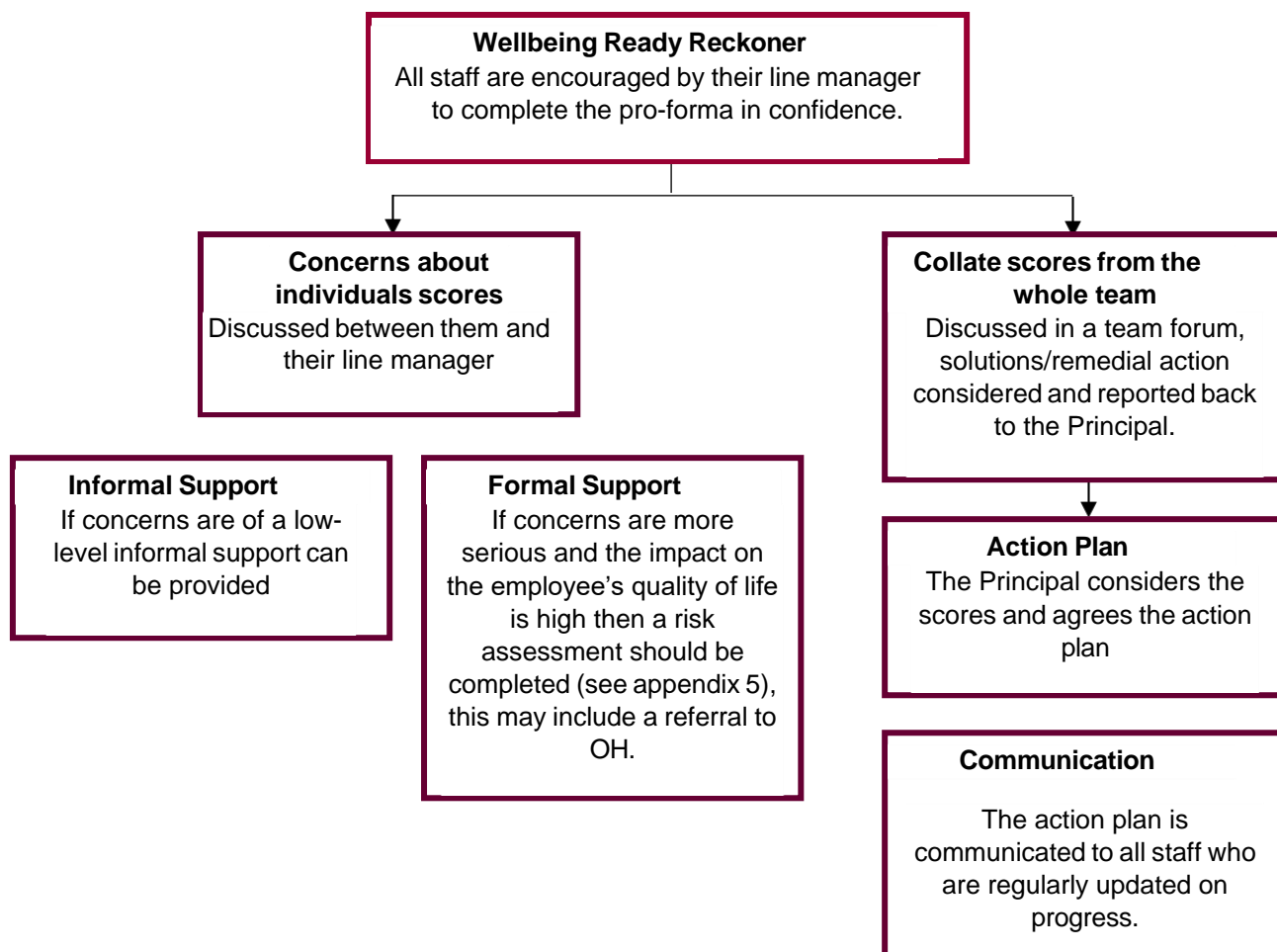
Our Employee Assistance Programme (EAP) provides external confidential support services for MacIntyre Academies' employees (and immediate family members living with them) to support with any challenges they may face in life, providing both practical and emotional support; from help with financial and consumer issues to counselling.

The services can be accessed by phone or online. The EAP helpline can be contacted 24 hours a day, 7 days a week. The free phone number - 0800 328 1437 - will enable anyone who wants advice to contact a fully qualified and professional counsellor or another specialist advisor. They are able to lend a sympathetic ear, offer practical advice and provide professional counselling on a wide range of work related, personal or family problems. The EAP Helpline service is provided by a fully independent external organisation, Medigold, and all calls to the helpline, and advice provided, are completely confidential.

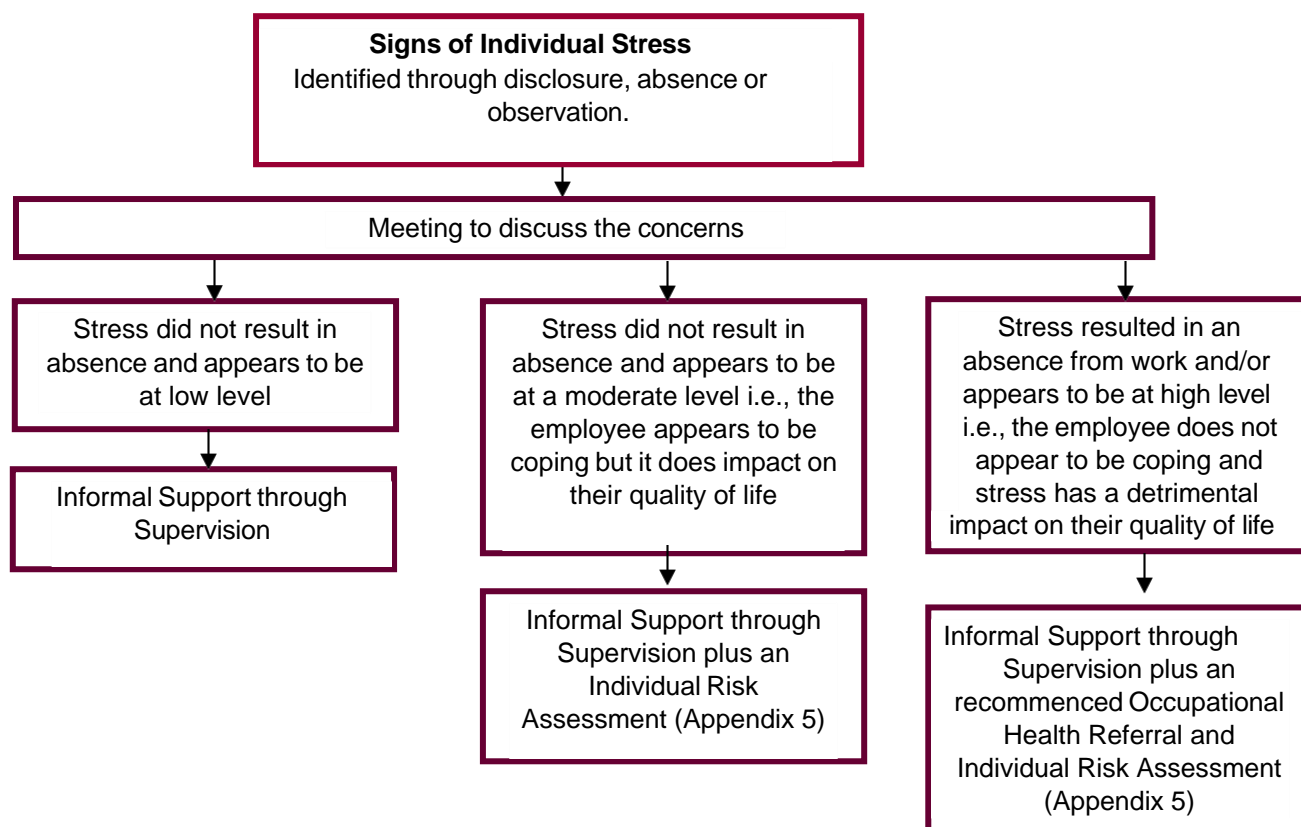
The Employee Assistance Online website (www.employeeassistance.org.uk) gives employees links to a variety of additional useful sources of practical help and advice and also provides another way of getting in touch with the service.

13. Procedures and Guidance

Proactive Strategy



Reactive strategy



Appendices:

Appendix 1	Life Works Employee Assistance Programme
Appendix 2	External Sources of Support
Appendix 3	Potential psychological hazards
Appendix 4	Stress at home
Appendix 5	Individual Stress Risk Assessment
Appendix 6	Wellbeing Ready Reckoner
Appendix 7	Stress at work Action Plan Template

Let us help



Your Employee Assistance Programme (EAP) provides you with immediate and confidential help for any work, health or life concern. We're available anytime and anywhere. Let us help.

Access your EAP 24/7 by phone, web or mobile app.

0800-169-1920

login.lifeworks.com

 LifeWorks

Appendix 2 External Sources of Support

MIND

MIND is the leading mental health charity in England and Wales, providing information and support to those affected by mental distress, as well as campaigning to improve policy and attitudes.

Mind Info line: 0300 123 3393; Email: info@mind.org.uk

Legal Advice Line: 0300 466 6463;

Email: legal@mind.org.uk

020 8519 2122 (England);

www.mind.org.uk

STRESS

Teacher Support Network is an independent charity that provides practical and emotional support to trainee, serving and retired teachers and their families

24/7 Support Line: 08000 562 561 (UK); 08000 855 088 (Wales)

Email:

support@teachersupport.info

www.teachersupport.info/

ALCOHOL

Alcoholics Anonymous offer area support meetings

National Helpline: 0800 9177 650

Email: help@alcoholics-anonymous.org.uk

www.alcoholics-anonymous.org.uk/

Drinkline offers advice, information and support to anyone concerned about their own or someone else's drinking

Telephone Helpline: 0300 123 1110

www.patient.co.uk/support/drinkline

BEREAVEMENT

Cruse Bereavement

Care helpline for bereaved people and those caring for bereaved people Telephone Helpline: 0844 477 9400

Email: helpline@cruse.org.uk www.crusebereavementcare.org.uk

DEBT

Step Change

Debt Charity provides help for anyone in debt or concerned they may fall into debt Freephone 0800 138 111

www.stepchange.org (including all mobiles)

Email: www.stepchange.org/Contactus/Sendusanemail.aspx

DRUGS UK

National Drugs Helpline is a free 24-hour service for drug users and solvent mis-users, their families.

Friends and carers Helpline: 0800 776 600

www.urban75.com/Drugs/helpline.html

Email: www.urban75.org/blog/contact/

GAMBLING

Gamcare offers confidential counselling, advice and information for anyone affected by a gambling dependency

Helpline: 0808 802 0133

www.gamcare.org.uk

HOUSING

Shelter offers confidential advice on housing problems Helpline: 0808 800 4444

www.shelter.org.uk

Appendix 2 External Sources of Support

www.sheltercymru.org.uk

MEDICAL

Terrence Higgins Trust offer advice, practical support and counselling for HIV and AIDS Telephone: 0808 802 1221

www.tht.org.uk

Email: info@tht.org.uk

Bi-Polar UK is a national user-led organisation and registered charity for people whose lives are affected by Bi-Polar.

Telephone: 020 7931 6480

www.bipolaruk.org.uk

Email: info@bipolaruk.org.uk

Rethink Mental Illness (formerly National Schizophrenia Fellowship) is the largest mental illness charity in the UK and is dedicated to improving the lives of everyone affected by severe mental illness, whether sufferers, carers or professionals working in the mental health field

Advice Line: 0300 5000 927

www.rethink.org

Supporter Care: 0121 522 7702

Email: advice@rethink.org

PARENTING

Family Lives offers support for anyone parenting a child, including grandparents and step-parents Helpline: 0808 800 2222

www.familylives.org.uk

Email: www.familylives.org.uk/how-we-can-help/email-support/

The Information, Advice and Support Services Network (formerly Parent Partnership) offers support and advice to parents with children who have particular needs in schools across England.

Telephone: 0207 843 1900

<http://www.iassnetwork.org.uk/contact-us/>

Email: iassn@ncb.org.uk

RELATIONSHIP COUNSELLING

Relate offer relationship counselling and mediation for individuals and couples Telephone: 0300 100 1234

www.relate.org.uk

SUICIDE AND EMOTIONAL CRISIS

SANE offer emotional and crisis support for people suffering from mental health problems, their friends and families

Telephone: 0845 767 8000 www.sane.org.uk

Email: www.sane.org.uk/resources/contact_us

Samaritans offer 24-hour confidential and emotional support for anyone in crisis Telephone: 08457 909090

<https://www.samaritans.org/>

Email: jo@samaritans.org

SMOKING

Quit offers friendly help, advice and support on how to stop smoking Telephone: 020 7553 2100

<http://www.quit.org.uk/>

Email: stopsmoking@quit.org.uk

Appendix 3 - Potential psychological hazards

The HSE website provides information on Management Standards which define the characteristics, or culture, of an organisation where the risks from work related stress are being effectively managed and controlled to help combat work related stress. The stress action checklist is based on these standards, which are summarised below:

<p>1. Demands</p> <p>Includes issues like work overload/underload, work patterns and the work environment</p>
<p>The standard is that:</p> <ul style="list-style-type: none"> ➤ employees indicate that they are able to cope with demands of their jobs; and ➤ systems are in place locally to respond to any individual concerns
<p>What should be happening/states to be achieved:</p> <ul style="list-style-type: none"> - the organisation provides employees with adequate and achievable demands in relation to the agreed hours of work - people's skills and abilities are matched to the job demands - jobs are designed to be within the capabilities of employees; and employees' concerns about their work environment are addressed.
<p>2. Control</p> <p>This is how much say the person has in the way they do their work</p>
<p>The standard is that:</p> <ul style="list-style-type: none"> ➤ employees indicate that they are able to have a say about the way they do their work; and ➤ systems are in place locally to respond to any individual concerns.
<p>What should be happening/states to be achieved:</p> <ul style="list-style-type: none"> - where possible, employees have control over their pace of work employees are encouraged to use their skills and initiative to do their work - where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work - the organisation encourages employees to develop their skills employees have a say over when breaks can be taken; and employees are consulted over their work patterns
<p>3. Support</p> <p>Includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues</p>
<p>The standard is that:</p> <ul style="list-style-type: none"> ➤ employees indicate that they receive adequate information and support from their colleagues and superiors ➤ systems are in place locally to respond to any individual concerns
<p>What should be happening/states to be achieved:</p> <ul style="list-style-type: none"> - the organisation has policies and procedures to adequately support employees systems are in place to enable and encourage managers to support their staff - systems are in place to enable and encourage employees to support their colleagues - employees know what support is available and how and when to access it - employees know how to access the required resources to do their job; and - employees receive regular and constructive feedback
<p>4. Relationships</p> <p>Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour</p>
<p>The standard is that:</p> <ul style="list-style-type: none"> ➤ employees indicate that they are not subjected to unacceptable behaviours e.g. bullying at work; and ➤ systems are in place locally to respond to any individual concerns.
<p>What should be happening/states to be achieved:</p> <ul style="list-style-type: none"> - the organisation promotes positive behaviours at work to avoid conflict and ensure fairness employees share information relevant to their work - the organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour - systems are in place to enable and encourage managers to deal with unacceptable

Appendix 3

<ul style="list-style-type: none">- behaviour; and- systems are in place to enable and encourage employees to report unacceptable behaviour
<p>5. Role</p> <p>Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles</p>
<p>The standard is that:</p> <ul style="list-style-type: none">➤ employees indicate that they receive adequate information and support from their colleagues and superiors➤ systems are in place locally to respond to any individual concerns.
<p>What should be happening/states to be achieved:</p> <ul style="list-style-type: none">- the organisation has policies and procedures to adequately support employees- systems are in place to enable and encourage managers to support their staff- systems are in place to enable and encourage employees to support their colleagues- employees know what support is available and how and when to access it- employees know how to access the required resources to do their job; and- employees receive regular and constructive feedback
<p>6. Change</p> <p>This is how organisational change (large or small) is managed and communicated in the organisation.</p>
<p>The standard is that:</p> <ul style="list-style-type: none">➤ employees indicate that the organisation engages them frequently when undergoing organisational change: and➤ systems are in place locally to respond to any individual concerns
<p>What should be happening/states to be achieved:</p> <ul style="list-style-type: none">- the organisation provides employees with timely information to enable them to understand the reason for proposed changes- the organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals- employees are aware of the probable impact of any changes to their jobs. If necessary, employees are given training to support any changes in their jobs.- employees are aware of timetables for changes- employees have access to relevant support during changes

Appendix 4 – Stress at home

What about stress at home?

From: <http://www.hse.gov.uk/stress/furtheradvice/stressathome.htm>

A person can experience excessive pressure and demands outside work just as much as they can at work. Stress tends to build up over time because of a combination of factors that may not all be work related. Conflicting demands of work and home can cause excessive stress.

Problems outside work can affect a person's ability to perform effectively at work. Stressors at home can affect those at work and vice versa. For example, working long hours, or away from home, taking work home and having higher responsibility can all have a negative effect on a person's home life – something which is supposed to be a 'buffer' against the stressful events of work. In the same way, domestic problems such as childcare, financial or relationship problems can negatively affect a person's work. The person loses out – as do their family and their employer. It becomes a vicious circle.

It is difficult to control outside stressors, but you need to take a holistic approach to employee wellbeing. To manage work related stress effectively, you need to recognise the importance and interaction of work and home problems.

Causes of stress outside work

Many things in people's lives outside work can cause them stress, for example:

Family

- Death (of a loved one)
- Divorce or separation from a partner
- Marriage
- Pregnancy
- Holidays
- Changes in health of a family member or close friend
- Trouble with in-laws
- Family arguments
- Children leaving home
- Childcare
- Remarriage of a family member
- Caring for other dependents, such as elderly relatives
- Family reunion
- Relationship breakdown or having a long-distance relationship

Personal or social issues

- Change in financial state, or debt or money worries
- Changes in personal habits such as giving up smoking, going on a diet.
- Problems with weight
- Experiencing prejudice or discrimination
- Lack of friends or support
- Personal injury or illness

Daily hassles

- Traffic jams
- Public transport
- Time pressures
- Car troubles

Other

- Moving house, including taking out a mortgage
- Difficulties with neighbours
- Living with someone with an alcohol, drug problem or other addiction.
- (If studying) a deadline for coursework, exam results or trying to balance work and study
- Unemployment
- Poor living environment

Do I have to do anything about stress outside work?

You don't have to, but it's good if you do. If you think about people's personal lives and outside stressors, you will be able to anticipate stressful times.

Your employee is not obliged to tell you their personal problems, but there are some practical things you could do to support them:

- Be sympathetic and proactive. Arrange a confidential meeting with the person, allowing them the opportunity to discuss any problems they wish and allowing you time to voice your own concerns. It may help to clarify whether the person's problems are work related or personal.
- Be flexible. Consider offering the person more flexible working hours, or even offer them some paid time off to deal with their problems.
- Offer outside support. If appropriate, you could suggest they visit their doctor and allow them time off to do so. You could also suggest support groups.
- Outline the support and services your organisation offers. For example, your organisation may have a work-life balance initiative in place. These are benefits, policies, or programmes that help balance out job demands and a healthy life outside work. They can include:
 - childcare services;
 - flexible working arrangements;
 - family leave policies;
 - employee assistance programmes; or
 - fitness programmes.

Programmes of this kind can work effectively to retain staff, improve morale, reduce sickness absence and stress, and increase productivity and commitment.

Individual Stress Risk Assessment

This individual stress risk assessment (SRA) is to be completed by employee and line manager where an employee has indicated that they may be experiencing stress which is work-related or, following a period of absence due to work-related stress. This SRA helps to identify potential areas of stress and how these can be reduced in the workplace.

Employee Name:		Job Title and Academy:	
SRA Completed by:		Date SRA completed:	
Individual symptoms and sickness patterns (if appropriate):			

Potential work related stressors identified (based on HSE standards for examining causes of stress)	Individual concerns	Risk high/medium /low	Existing control measures
Demands			
What causes the individual to feel under unnecessary pressure?			
Are priorities clarified? Reflect on JD, if too generic ask individual to map out key aspects of the role			
Are deadlines realistic and agreed?			
Does the individual have appropriate skills and knowledge to undertake the tasks?			
Does the individual have sufficient resources?			
Does the individual feel that the work is boring or repetitive?			
Has the individual recently experienced a stressful event in the workplace?			
Control			
Is there clarity of who does what in the team?			
As a manager are you providing enough guidance and support?			
Is there opportunity to develop skills?			

Appendix 5

Does the individual have control over working patterns or the way that they carry out a task?			
Support			
As a manager is the level of communication appropriate, one-to-one meetings etc?			
Does the individual feel further team support would be helpful?			
Are there any external pressures where further support can be offered?			
Is there further training and development that the individual requires?			
Relationships			
Are there any issues or tensions within the team including any bullying or harassment?			
Is team atmosphere supportive and are dynamics between the team good?			
Are you aware of support mechanisms available such as the Employee Assistance Helpline?			
Role			
Does the individual believe that they have been properly inducted into the role?			
Does the individual understand the key aspects of their role?			
Is there a clear reporting structure?			
Are the standards expected clearly outlined?			
Are there demands placed upon the individual that are not in line with the role?			
Change			
Has the individual been given opportunity to comment on change?			

Appendix 5

Does the individual feel that they have been fully supported through change?			
Has the individual been supported through change by the team?			
Does the individual feel that further information or support is required and aware of support mechanisms?			
Other Stressors			
Does the individual have other issues that might be affecting their work?			

RISK LEVEL	High	Medium	Low
	High probability of long term sickness due to work related stress	Medium probability of sickness due to work related stress	Low probability of work-related stress
Immediate action required	Action required	Exposure to hazard very rare.	

“Well-Being Ready Reckoner”

Reproduced from the NUT, GMB, Unison & Unite publication “Guidance for School Leaders on preventing work-related mental health conditions by tackling stress”

This questionnaire may be used by school management as the starting point for a stress risk assessment. The findings will give an indication of general levels of stress, and can then be used to identify the most likely causes of stress. Wherever evidence of stress emerges – the earlier it is tackled, the easier it is to put right.

Higher scores are suggestive of greater levels of well-being amongst those answering the questionnaire, whilst lower totals tend to indicate elevated degrees of stress/poor mental health. Please note that a score of 100 or more does not necessarily indicate the absence of a problem.

Instructions: For each of the following questions, enter the number matching the description which most closely represents how you feel.

1 = Not at all	2 = Not much	3 = Sometimes	4 = Mostly	5 = Very much so
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		Score
1	Do you feel able to concentrate on what you are doing at school?	
2	Do you feel capable of making decisions at school?	
3	Do you generally feel relaxed in your home and school life?	
4	Do you feel most problems you encounter at school can be overcome?	
5	Do you generally manage to keep your sense of humour?	
6	Do you feel happy at work, all things considered?	
7	Are you sleeping well?	
8	Are you eating well?	
9	Are you drinking sensibly?	
10	Do you cope well with changes to your job?	
11	Do you have a reasonable amount of energy?	
12	Do you feel in control of your job?	
13	Do you feel you are coping well in the classroom? (if you do not work in the classroom, please answer this question on how you feel you are coping generally)	
14	Do you get on well with pupils?	
15	Do you get on well with colleagues?	
16	Do you get on well with your managers?	
17	Do you feel free from the threat of bullying & harassment at school?	
18	Do you enjoy a reasonable degree of autonomy, unaffected by excessive monitoring regimes?	
19	Do you manage to leave work “on time” fairly regularly?	
20	Do you find your job satisfying and fulfilling?	
21	Do you enjoy a satisfying life outside of work?	
22	Do you intend to remain working in education for the foreseeable future?	
23	Do you look forward to returning to school after a weekend or holiday?	
	NOW ADD UP YOUR SCORES	

More than 100 = low evidence of stress (but this does not necessarily indicate the absence of a problem)

51 to 100 = moderate evidence of stress

Up to 50 = high evidence of stress

Appendix 7 - Stress at Work Action Plan Template

Standard area	Desired state	Current state	Practical solutions	Who will take the work forward?	When?	How will staff receive feedback?	Action completed?
Demands							
Control							
Support							
Relationships							
Role							
Change							