



John Henry Newman Academy

HEALTH AND SAFETY POLICY

STATUTORY

Date Ratified	Signed By/Position	Signature
	Principal	
	Chair of Governors	
	Lead Member of Staff	
Review Date: GB		

Objectives

- To establish and maintain a safe and healthy working environment.
- To raise awareness amongst employees, pupils and other site users of health and safety issues and to encourage good practice
- To take all reasonable precautions to protect people by reducing risks both on and off site
- To take prompt and appropriate action in the event of a hazardous situation developing, and of an accident and / or emergency occurring on or off site

Responsibilities

Governors

- To monitor the allocation of funds based on suitable and sufficient risk assessments
- Prioritise health and safety matters within the Academy Improvement Plan
- Purchase and maintain equipment to British and European Standards
- Have health and safety as a standing item on the agenda of all meetings
- Carry out regular inspections as outlined in the Governors' Handbook
- Cooperate with the ODST on matters of health and safety
- Nominate a Governor with responsibility for health and safety

Principal

To take overall responsibility for the implementation and monitoring of the establishments health and safety policy by;

- Line managing the Leadership Team
- Allocating sufficient resources to meet health and safety priorities
- Liaising with the employer ODST over health and safety issues
- Regularly utilising core documentation and advice from the former OCC Health and Safety website alongside the Vice Principal
- Ensuring good communications by including health and safety issues in Staff briefings, bulletins and meetings alongside Vice Principal
- Overseeing the completion of the arrangements and risk assessments for all on/off site activities alongside Vice Principal
- Ensuring that health & safety is a criteria for performance management / appraisal scheme alongside Vice Principal

Vice Principal

- Include health and safety in all new employees' induction
- Ensuring that health & safety is a criteria for performance management/appraisal scheme alongside Principal
- Organising and implementing termly inspections in consultation with Trade Union Safety Representatives and Governors
- Formulate and implement a policy for the management of critical incidents
- Ensuring attendance on appropriate health and safety training courses
- Ensuring good communications by including health and safety issues in Staff briefings, bulletins and meetings alongside Principal
- Regularly checking the Health and Safety website
- Undertake an annual health and safety training needs analysis of all employees

- Monitor departmental documentation, risk assessments, practices and procedures.
- Encourage and support employees in completing risk assessments for pupils giving cause for concern. SENCo to assist in the coordination
- Ensure that QCA / HSE health and safety curriculum requirements are being delivered in lessons
- Support employees with personal safety issues including stress alongside Principal
- Ensure off site visits are approved and appropriately staffed
- Review departmental coordinators risk assessments annually.
- when selecting a contractor alongside Site Supervisor
- Ensure that COSH and RIDDOR procedures are followed appropriately alongside Site Supervisor

Senior Administrator

- All office risk assessments are completed and reviewed
- Visitors are registered, wear a badge and are briefed on the emergency procedures;
- Hazard reporting and maintenance documentation is actioned
- Accident and Physical and Verbal Abuse documentation is completed and submitted to the Health & Safety Team
- All appropriate risk assessments guidance and hiring documentation is completed for community use of the site
- All community users are registered and made aware of emergency procedures
- Adequate trained first aid cover is available for on/off site activities
- Periodic checks are made of the first aid arrangements
- Organise the planned programmed maintenance of plant and equipment.
- Arrange for the annual electrical testing programme alongside Site Supervisor
- Maintaining accurate records of all equipment and resources alongside Site Supervisor
- Purchase and maintain all equipment and resources to ODST prescribed standards

Leadership Including Subject Specific

- Produce health and safety risk assessment guidance and documentation as appropriate especially in Art, Design & Technology, ICT, Science, PE and off-site activities
- Ensure all hazardous equipment and materials are appropriately marked, assessed, maintained and used by a competent person
- Advising colleagues on the completion of risk assessments and ensuring they are carried out, reviewed periodically and recorded
- Annually undertake training needs analysis for their teams
- Ensure health and safety is a standing item on all agendas
- Check that pupils are aware of health and safety issues and that these are being continually reinforced

Site Supervisor

Ensure that the Academy follows the ODST procedures:

- When selecting a contractor alongside Vice Principal
- When liaising with contractors over health and safety matters
- When monitoring health and safety issues on-site regarding Academy appointed contractors.
- Carry out daily checks of the site and take appropriate remedial action
- Prioritise and process the maintenance forms
- Review progress with the Vice Principal or Principal weekly
- Ensure all employees and contractors are fully briefed on health and safety site issues
- Complete all relevant risk assessments
- Ensure all maintenance employees are trained and competent to undertake their tasks safely
- Carry out termly fire drills, weekly fire tests, check fire extinguishers and maintain the Fire Safety Folder
- Carry out monthly water temperatures tests and maintain the Water Hygiene Folder
- Alert the Principal to issues of security and lone working
- Ensure that COSH and RIDDOR procedures are followed appropriately alongside Vice Principal

All employees

- Cooperate with health and safety requirements
- Report all defects on the maintenance forms and return them to the office
- Complete and action risk assessments for all potentially hazardous on/off site activities.
- Use, but not misuse things provided for your health, safety and welfare
- Do not undertake unsafe acts
- Inform Vice Principal of Establishment of any "Near-Misses"
- Be familiar with the emergency action plans for fire, first aid, bomb, security and off site issues
- Raise health, and safety and environmental issues with pupils

Visitors And Contractors

- Sign in at the Academy Office on arrival.
- Read the resume of the health and safety procedures on arrival at the Academy.
- Contractors will be informed of hazards peculiar to this site, e.g. asbestos
- Wear a visitor badge whilst on site at all times
- Follow evacuation procedures in the event of an emergency

Pupils

- Behave in a way that does not put your health and safety at risk
- Observe standards of dress consistent with good health, safety and hygiene practices
- Follow all safety rules including the instructions of staff given in an emergency
- Use, but not misuse, things provided for your health, safety and welfare

Dignity at Work

Employees

All Staff will be:

- Treated without favouritism
- Spoken to with courtesy on all occasions
- Spoken and written about with respect
- Accorded due professional trust
- Given due credit for their achievements
- Consulted about all proposals for changes in their role
- Given adequate time and resources for the successful discharge of their duties
- Provided with appropriate training, promotion and leave opportunities
- Accorded respect for their individual personal space
- Able to enjoy a working environment free from exposure to offensive written or graphic material
- Treated with dignity and respect at work and, thereby, be encouraged to meet their full potential

It is the responsibility of all employees to maintain appropriate standards of behaviour in the workplace and to ensure that they do not contribute to the creation of a working environment in which affronts to dignity, bullying or harassment are accepted.

Staff are required to:

- Treat colleagues and those with whom they come into professional contact with dignity and respect
- Be aware of the effect that their own behaviour and appearance can have on others
- Support colleagues if they experience incidents which affront their dignity including bullying harassment and victimisation
- Inform their managers, Academy adviser, human resources officer or union representative if they are aware of any incident
- Set a positive example to colleagues
- Consider their language and refrain from making hurtful personal comments to or about others
- Challenge unacceptable behaviour on the part of others where appropriate and should report any incident to their line manager or to an appropriate senior manager, Academy advisor, Human Resources Manager or via their Trade Union

Managers (including Governors)

Role

Affronts to dignity, bullying and harassment in the workplace will not be tolerated.

It is necessary to:

- Issue instructions to employees
- Set work-related targets and objectives with employees and monitor their achievement

- Set standards of workplace performance and behaviour for employees and monitor compliance with these
- Manage performance, including addressing poor performance or unacceptable behaviour on the part of employees, using the appropriate procedure

These functions should be carried out in a professional manner which does not undermine the dignity of employees.

Responsibilities

It is the responsibility of all managers to prevent infringements of people's dignity, harassment and bullying wherever possible and to take the appropriate action against such behaviour when necessary.

Managers must:

- Ensure that this policy is communicated to new appointed staff during their induction and is reinforced at regular intervals in routine meetings, briefings etc
- Be alert to the possibility of breaches of this policy occurring
- Correct any behaviour which could be seen as contrary to this policy and remain employees of the policy when appropriate
- Provide a supportive framework for any employee with a complaint made under this policy
- Take prompt action to deal with infringements of dignity, bullying or harassment as soon as these are identified including disciplinary action where appropriate
- Treat all cases of inappropriate behaviour confidentially and consult a senior manager or the Academics' HR team for advice when required. (Given the severity of the effects of bullying and harassment and the need to eradicate them, in some cases it may be appropriate to continue with an investigation or disciplinary process even when the allegation has been withdrawn by an employee).
- Ensure that any appropriate forms are completed, eg PVA1 (Physical and Verbal Abuse)
- Keep records of any incident reported or observed

Disciplinary Procedure

Infringement of employees' entitlement to dignity at work may be a disciplinary offence. Bullying and harassment are disciplinary offences. Harassment and other offences against human dignity, assault and threatening behaviour at work may constitute misconduct or gross misconduct.

Everyone is entitled to work without the fear of mischievous or malicious complaints or allegations. Staff found to be making these will be subject to the disciplinary procedure.

Bullying and harassment of one or more employee by another or others can take a number of forms. It is not always face-to-face but can involve written material such as emails. The following are examples of behaviour which the Governors consider unacceptable:

- Physical aggression or intimidation
- Practical jokes which embarrass or humiliate
- Verbal abuse, including personal insults, inappropriate stereotyping, offensive comments, taunts, threats, malicious gossip or innuendo

- Abuse or an individual's right to personal privacy, for example, intrusion into another employee's personal property or into their private life. (This may also be a breach of the Data Protection Act 1998).
- Deliberate exclusion of any employee from normal social or professional contact at the workplace
- Unwelcome sexual advances

Unacceptable behaviour which may constitute bullying or harassment:

- Humiliation such as reprimanding a member of staff in front of others when this could be done in private
- Victimisation such as singling out a member of staff for criticism
- Intimidation such as aggressive behaviour or threats directed at a member of staff
- Persistent placing of excessive demands on members of staff, setting unrealistic work targets or objectives and changing targets or objectives without good reason
- Instructions or requests to members of staff to perform inappropriate tasks which are outside the remit of their job

Informal Resolution

In some cases of infringement of dignity it may be possible and desirable for the issue to be settled informally. This may be possible by confidential discussion between the parties themselves with agreed recorded outcomes.

Formal Resolution

If the informal resolution fails members of staff should bring the matter formally to the attention of their line manager.

The Academy aims to provide a range of initial contact points for members of staff who wish to discuss an issue relating to all infringements of dignity including bullying and harassment.

Members of staff who feel that the perpetrator is their line manager may bring the situation to the attention of a more senior manager or an HR Manager of Academy adviser.

Members of staff may ask a colleague, trade union representative or Academics' HR to raise the matter with an appropriate manager on their behalf.

The person to whom the incident is reported should arrange an investigation and then take appropriate action. Managers should seek advice from Academics HR on whether formal disciplinary action is appropriate or not and if the alleged incident(s) is/are based on discrimination relating to particular personal characteristics.

Keep a record of all incidents – dates, times, any witnesses etc.

The person responsible should take steps to ensure confidentiality and fairness to both parties. It is particularly important that no-one should be victimised as a result of making a complaint or being the subject of a complaint.

Infringements by Trade Union officials or representatives

The Trade Unions recognised take infringements of dignity, bullying and harassment seriously and have their own internal procedures for dealing with it. They would encourage members of staff with concerns about the behaviour of another member of staff who is also a trade union representative/officer to report their concerns:

If the concerns relate to the performance of a member of staff's duties then the concerns must be reported and considered in accordance with this Policy. Action against a trade union representative can be subject to legal challenge or could lead to a dispute if it is seen as an attack on the trade union/association's functions. No action will be taken against a trade union officer/representative until the circumstances of the case have been discussed with a full-time officer of the union or senior trade union representative and advice sought from Academys' HR.

If the concerns relate to the performance of the member of staff's duties as a trade union officer/representative the concerns should be reported and considered in accordance with the relevant trade union/association's internal procedure. In such situations advice should be sought from Academys' HR and it may be helpful for HR to contact an appropriate full-time officer of the union or senior trade union representative, on behalf of the member of staff, to establish how the concerns should best be reported.

Inappropriate behaviour by members of the public

The procedure for dealing with cases where employees are subject to inappropriate behaviour from the public is included in the Council's Model Policy for Academys 'Harassment by Clients'. This covers any incidents in which members of staff are verbally abused, threatened or attacked by a member of the public in the course of their employment.

Counselling and Support

Counselling and support for both the person raising the concern about breaches of this policy and the alleged perpetrator are available through Academys' HR, the Staff Care Service or Occupational Health Service. Support may also be available through the recognised unions.

If a complaint is not resolved

If members of staff are not satisfied that a complaint has been dealt with speedily and effectively under this procedure then they should use the Academys' Grievance Procedure.

Legislative Background

An impact assessment has been undertaken to take account of the Race Relations (Amendment) Act 2000 and discrimination legislation more generally. Confidential monitoring may be undertaken both of the disciplinary process and of complaints under this policy in order to gather data to help establish whether the policy is operated in a fair and consistent manner. In addition, monitoring will be undertaken via staff surveys in order to gauge whether bullying and/or harassment are prevalent and whether employees feel these issues are dealt with fairly and appropriately. In undertaking monitoring the academy or Governors will not identify individuals.

There is currently no standard legal definition of bullying or harassment. However, the legal definition of harassment as applied to sexual orientation, religion or belief and race/ethnicity/national origin is “unwanted conduct that violates people’s dignity or created an intimidating, hostile, degrading, humiliating or offensive environment”. Bullying and harassment are terms which are used interchangeably by many people. They cover a range of behaviours which undermine the right of others to be treated with dignity at work. There are specific forms of bullying which may constitute offences under discrimination legislation. These relate to bullying, harassment or victimisation because of:

- Race, colour, nationality, ethnicity or national origins
- Sex
- Disability
- Sexual orientation
- Religion or belief
- The intention to undergo, be undergoing or have undergone gender reassignment

Bullying or harassment because of age or other personal characteristics is equally unacceptable. The Government has also introduced regulations to provide protection from discrimination and harassment in respect of age. Certain types of harassment, such as stalking, are covered by criminal law in the Protection from Harassment Act 1997 and the Criminal Justice and Public Order Act 1994.

Related Policies and Procedures

Disciplinary

Governing bodies must have a procedure for dealing with matters of discipline. The disciplinary procedure is used where misconduct of an employee is alleged.

Grievance

Governing bodies must have a grievance procedure. A grievance procedure is initiated by members of staff. It enables a member of staff to pursue complaints concerning aspects of their employment and to seek redress.

Stress at Work

The Academy has produced a policy for members of staff who report suffering from stress.

Harassment of members of staff by clients

The Children, Education & Families Directorate has produced guidance for members of staff who report being harassed. “Harassment” is any behaviour which created an intimidating distressing, hostile or offensive working environment for one or more people and includes racial, sexual or other forms of harassment. The procedure assumes that a client can be a pupil, a parent or user of facilities provided by the Children, Education & Families Directorate.

Assaults on education employees

The Children, Education & Families Directorate has produced guidance for Academy members of staff who report having been assaulted. Assault can include threatening or violent behaviour, racial or sexual harassment, gesture and innuendo.

Raising concerns at work

The procedure allows members of staff to raise concerns about any aspect of the Academy or County Council's service provision or about the conduct of County Council employees, members or others acting on behalf of the County Council.

Complaints

Government bodies must have a complaints procedure for any member of the community to raise concerns. Mostly used by parents but could be the Academy's neighbours etc.

Stress at Work

The Academy values its members of staff and accepts that the well-being of them and the appropriateness of the environment in which they work are essential requirements for the efficient and effective performance of its functions.

To meet legislative obligations The Academy undertakes through its Health and Safety Policy to provide systems of staff management and a working environment which seeks to avoid harming individuals and actively promotes a sound and sustainable approach to work.

The Academy provides a range of support for members of staff to help them deal with stress.

Policy

- Managing the causes of stress at work and maintaining well-being amongst it's members of staff.
- Increasing awareness and understanding of stress in the workplace
- Communicating the procedures and resources dedicated to the prevention and management of detrimental stress
- Eliminating or minimising the impact of detrimental stress on all Academy staff, thereby, maintaining the health and well-being of all staff and organisational efficiency and effectiveness
- The adoption of the Health and Safety Executive Management Standards approach to managing stress.

Definitions

The Health & Safety Executive defines work related stress as 'the adverse reaction people have to excessive pressures or other types of demands placed on them at work'.

It is recognised that everyone needs a certain amount of pressure to remain alert, motivated and productive and, therefore, appropriate pressure at work is desirable for efficiency. It is when demands and pressures are excessive or prolonged that some people find that their ability to cope is challenged. This creates a vulnerability which can manifest itself in a range of ill health effects for the individual and can have negative consequences for the organisation in which they are employed.

A person experiences stress when they perceive that the demands of their work are greater than their ability to cope. Coping means balancing the demands and pressures placed on you (ie the job requirements) with your skills and knowledge (ie your capabilities).

Stress can also result from having too few demands as people will become bored, feel undervalued and lack recognition. If they feel they have little or no say over the work they do or how they do it, this may cause them stress.

Risk Assessment

Risk assessment is a vital component of this policy. It is only when the possible causes of stress have been identified that preventative or management strategies can be effectively put in place. Managers must carry out a risk assessment for any member of staff who has identified symptoms due to work related stress or has been absent due to work related stress. See Appendix 2 for further guidance. Managers must complete the risk assessment form (Appendix 3) with their member of staff and then agree the action plan (Appendix 4).

In carrying out risk assessments, managers should be aware that:

- Stress at work can result from a single incident or an accumulation of incidents over time and should seek to minimise both types of risks
- Stress related ill health might be caused by personal circumstances which, in turn, may have a detrimental effect on an individual's ability to cope with work demands
- Employees with sensitive or confidential personal issues that could cause stress should be referred to the Occupational Health Service and/or Staff Care Service

Context

The Academy recognises that some of the duties and responsibilities undertaken by its members of staff have the potential to put them under stress. For example, dealing with disturbed and aggressive people, organisational change, facing dangerous emergency situations, excessive workloads, staff shortages and procedural deadlines are just some.

External matters over which The Academy has little control can impose substantial additional pressures on the staff. These include annual budget settlements, new legislation, population changes and activities of other partners/agencies with whom the Academy works.

Members of staff may have aspects of their personal lives that make them more vulnerable to stress at work or have a temporary influence on their work performance such as illness, family and financial issues.

The relevant legislative context is defined by the following:

- Health and Safety at Work Act 1974
- Management of Health and Safety at Work Regulations 1999
- Working Time Regulations
- Disability Discrimination Act 1995

Academy Policies

Accessibility Plan
Admissions Arrangements
Allegations of Abuse against Staff
Behaviour Principles/Anti-bullying/Exclusion Policy
Capability of Staff

Central Record of Recruitment and Vetting Checks
Charging & Remissions
Child Protection/Safeguarding
Compliments, Complaints & Conciliation Procedure
Data Protection
Early Years Foundation Stage
Equality Information and Objectives
Freedom of Information
Governors Allowances
Health and Safety
Home-Academy Agreement
Instrument of Government
Minutes of Meetings of Governing Bodies
Premises Management
Register of Business Interests of Headteachers & Governors
Register of Pupils Admission
Register of Pupils Attendance
Academy Behaviour
Academy Information on a Website
Sex & Relationship Education
Special Education Needs
Staff Discipline, Conduct and Grievance
Teacher Appraisal
Teachers' Pay

Monitoring

Line Managers will monitor and record stress related sickness absences and liaise with the Health, Safety and Wellbeing Team, Occupational Health and Staff Care Service for proactive intervention as may be appropriate.

HR Business Partners will monitor stress related sickness absences for their directorate and work with managers to ensure appropriate actions are being taken.

The Occupational Health Services will monitor the incidence of stress related referrals and provide quarterly reports to the Academy's Finance & Resource Committee.

Appendices

Appendix 1 - Responsibilities

Appendix 2 - Risk Assessment

Appendix 3 - Risk Assessment Form

Appendix 4 - Risk Assessment Action Plan

Appendix 5 - Potential psychological hazards

Appendix 6 - Strategies for preventing and minimising stress at work

Appendix 7 - Sources of support

Governors are responsible for:

- the 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 Stress at Work Policy among their staff
- ensuring managers undertake stress risk assessments with their direct reports and that they take action to deal with the issues identified and minimize the risks as far as is reasonably practicable (see Appendices 2, 3 and 4)
- ensuring that their managers demonstrate the appropriate behaviours associated with the following competences:
 - improving performance
 - decision making
 - personal effectiveness
 - strategic awareness
- promoting and maintaining systems of stress management and behaviour at work, which adhere to the principles, aims, and strategies of the policy
- encouraging members of staff to aspire to a healthy lifestyle.

Line Managers are responsible for:

- understanding the potential psychological hazards and applying the strategies for preventing and minimising stress at work as listed in Appendices 5 and 6
- demonstrating the appropriate behaviours associated with the following competences:
 - improving performance
 - decision making
 - personal effectiveness
 - strategic awareness
- understanding the behaviours likely to give rise to stress in the workplace and familiarising themselves with the nature and causes of stress in the workplace
- 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
- referring members of staff who are absent due to stress to the Occupational Health Service
- carrying out a risk assessment for any member of staff who has identified symptoms due to work related stress or has been absent due to work related stress - see Appendix 2 for further guidance. Managers must complete the risk assessment form at Appendix 3 with their member of staff and then agree the action plan at Appendix 4.
- seeking advice for complex issues from the HR Management Advisory Team
- taking steps to reduce the risks once a manager has been alerted to a risk by, for example, from Occupational Health or Staff Care. This must not be left to the employee alone to solve
- undertaking risk assessments where:
 - the levels of stress related sickness absences and/or staff turnover are significantly high
 - there are significant hazards such as violence, heavy workloads or poor working conditions
 - there are high or increased levels of formal/informal employee complaints
 - a Union, Health, Safety & Wellbeing, Occupational Health or Staff Care Service representative, or staff group requests this to be done.

- monitoring and recording stress-related sickness absences at Team, Unit and Service levels, and liaising with the Health, Safety and Wellbeing team, Occupational Health and Staff Care Service for proactive intervention as may be appropriate.

Individual employees are responsible for:

- demonstrating the appropriate behaviours associated with the following competences:
 - improving performance
 - decision making
 - personal effectiveness
- avoiding 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)
- understanding the Stress at Work policy and co-operate with managers and colleagues in the prevention and control of stress
- 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
- supporting colleagues who are experiencing stress
- informing their manager when personal stress is affecting their work and refer themselves to the Staff Care Service
- in an emergency, consulting their GP.

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. The Occupational Health Service is responsible for 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
- monitoring the incidence of stress-related referrals and provide quarterly report to the Academy's Management Team

In addition to their responsibilities outlined in Paragraph 3. 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.

The Staff Care Service is responsible for providing:

- counselling
- mediation

- training for employees who are likely, by the nature of their jobs to experience pressure or to witness, or to have to deal with, critical incidents or trauma
- adequate and prompt critical incident debriefing and subsequent counselling where necessary. Normally, this should be within 72 hours. Occasionally, employees may experience post traumatic stress disorder at a later stage and should be referred to the Staff Care Service for appropriate assessment and counselling

In addition to their responsibilities outlined in Paragraph 3 Managers should:

- ensure that employees are aware of the support available to them
- be aware of their own limitations in advising employees with problems
- refer employees for counselling to the Staff Care Service.

The Health Safety and Wellbeing Team is responsible for:

- advice and help on Health Safety and Wellbeing matters
- stress audits
- action plans
- training.

The HR Management Advisory Team is responsible for:

- providing advice to managers on HR policies and procedures and management practice.

HR Business Partners are responsible for:

- monitoring stress-related sickness absences for their directorate
- working with managers to ensure appropriate actions are being taken
- contributing to the development of the organisation so that work-related stress does not impact negatively on service delivery.

Appendix 2 - Risk Assessment

Stress is the single highest reason for sickness absence from work. Risk assessment is the cornerstone of managing stress at work. It is when we look at the potential causes of stress that it can be proactively managed. Risk is defined as the chance that someone will be harmed by a hazard. A hazard is defined as anything that has the potential to cause harm. Guidance from Health & Safety Executive (HSE, 1995) encourages risk assessment for psychological risks in broadly the same way as assessments for physical risks. The HSE defines risk assessment as 'nothing more than a careful examination of what, in your work, could cause harm to people, so that you can weigh up whether you have taken enough precautions or should do more to prevent harm. The aim is to make sure that no one gets hurt or becomes ill'.

Key steps in risk assessment

1. Identify the potential hazards in the job
2. Determine the risk – are the potential hazards likely to have a harmful effect?
3. Evaluate the risk by
 - identifying what action you are already taking,
 - deciding whether it is enough, and
 - if it is not, decide what more you need to do
4. Record the significant findings of the assessment, take the actions identified
5. Review the assessment at appropriate intervals.

For a simple to follow risk assessment see Appendix 3 and for the follow-on action plan see Appendix 4.

In undertaking risk assessments, the 'how' and 'why' particular hazards cause particular kinds of harm in particular workplaces or work groups should be explored. Also, individual differences in the way people perceive psychological hazards at work should be borne in mind. One person's stimulating challenge could be another's high stress factor. In addition, stress induced ill-health may be caused by non-work related issues, which may in turn have a detrimental effect upon work performance. The use of a simple questionnaire provides an insight into the nature and quantity of hazards. This can be followed up by interviews and focus groups in order to get to people's local understanding of hazard-harm link and how the hazards can be controlled.

Action

Once a risk assessment has been carried out, managers and employees should take appropriate and agreed steps to eliminate, control and monitor risks

Recognising the symptoms of stress.

Some of the recognised symptoms of stress are: tiredness, aching muscles, disturbed sleep, loss of appetite, indigestion, stomach problems, increased use of or dependence on alcohol/drugs/smoking. Also, headaches, inability to relax, poor concentration and

indecisiveness, excessive worrying, increased irritability, feeling anxious, changes in attitudes to work and colleagues, and increased incidences of short term sick leave.

Recognising the signs of stress in the workplace.

Some of the possible signs of stress can include:

- increases in overall sickness, particularly frequent short-term absences
- poor work performance: low output, lower quality, poor decision-making
- relationships at work: conflict between colleagues, poor relationships with clients, conflicts with managers
- loss of motivation and commitment
- poor time keeping
- high accident rates
- low morale

Appendix 3 - Risk assessment form

<p>Risk assessment form</p> <p>This risk assessment form includes questions that relate to six potential psychological hazards that can be the causes of stress at work. These are job demands, control, support, relationships, role and change.</p> <p>Employees should complete this form and discuss with their line managers. Line Managers should analyse the findings of this risk assessment with the employee concerned, identify potential risk factors, agree an action plan, take action, record, evaluate and review.</p> <p>Line managers should use the 'risk assessment action plan' form below to agree, plan, implement and review the relevant actions. Managers may keep completed risk assessment forms in a confidential individual employee's performance review file or wherever it is deemed appropriate.</p>		
	Potential hazards	4 = Strongly agree 3 = Agree 2 = Disagree 1 = Strongly disagree
1.	The amount of work I have to do is realistic /achievable in my normal hours of work.	4 3 2 1
2.	I can do my work at a reasonable speed.	4 3 2 1
3.	I am able to cope with the demands of my job.	4 3 2 1
4.	I feel that I have a good deal of say over how I do my work.	4 3 2 1
5.	My work provides me with a variety of tasks.	4 3 2 1
6.	I have a good deal of say over decisions about my work.	4 3 2 1
7.	I feel that I am adequately supported in order to carry out my work.	4 3 2 1
8.	I get support from my immediate superior when I am having problems at work.	4 3 2 1
9.	I feel that I get help and support from my manager and colleagues when needed.	4 3 2 1
10.	I feel part of a team in which I am respected and valued.	4 3 2 1
11.	I feel that my colleagues relate to each other in a productive and co-operative way.	4 3 2 1
12.	I am not subjected to unacceptable behaviour at work such as bullying and harassment.	4 3 2 1

13.	I have a clear plan of work which is agreed by me and my line manager.	4 3 2 1
14.	I understand how my work fits into the overall aims of the team.	4 3 2 1
15.	I understand how my work fits into the overall aim of the Council.	4 3 2 1
16.	I feel encouraged to talk to my manager at an early stage if I am not clear about my priorities or the nature of the task to be undertaken.	4 3 2 1
17.	I receive information about planned organisational changes.	4 3 2 1
18.	I am given information to enable me to understand why organisational change needs to happen.	4 3 2 1
19.	I have the opportunity to comment or ask questions about organisational change.	4 3 2 1
20.	I do not have a personal health, family, relationship or financial problem.	4 3 2 1

Employee:.....Signed.....Date.....

Line Manager:Signed..... Date.....

(The purpose of the line manager's signature is to confirm that he/she has seen and discussed the responses on this form with the aim of agreeing problem areas and deciding, as far as is reasonably practicable, an action plan)

Risk assessment action plan

Name:

Job title:

Agreed action plan/control measures	Review date	Action plan/control measures effective? If not, consider alternative measure	Further review date

Employee's signature:.....Date.....

Line Manager's signature:.....Date.....

Appendix 6 - Strategies for preventing and minimising stress at work

Management of organisational change/restructuring (see also the HR Toolkit 10)

- The Academy will consider and seek to manage the impact of proposed change on employees and involve or inform employees and trade unions appropriately and promptly with a view to gaining their understanding and co-operation.
- Communication
- Poor communication (or a complete absence of it) can cause stress at work. Managers and employees are encouraged to adopt and adhere to effective two-way communication for the prevention and control of stress.
- Employees should report to their line manager any issues of concern relating to excessive pressure or stress. Managers should listen to, and give appropriate consideration to, comments and representations from employees, trade unions, the Health, Safety and Wellbeing Team, Occupational Health or the Staff Care Service.
- Job Design/Workload Management
-

Managers should;

- analyse jobs to ensure a reasonable degree of variety and control for the post holder

- avoid placing unreasonable demands on employees, by prioritising workload and delegating appropriately
- respect others' time and seek to negotiate an efficient and effective solution to workload problems
- ensure that employees take annual leave and work breaks in line with the Working Time Directive in order to avoid fatigue.

Recruitment

Line Managers should:

- provide adequate information for candidates as part of the selection process regarding working conditions, including special features of the job such as tight deadlines, shift working patterns and dealing with disturbed or aggressive people
- appoint to all posts by reference to the job description and person specification, which should take into consideration the ability to meet any special requirements of the job
- provide adequate information to new recruits, through the induction process, including details of emergency procedures and staff facilities,
- nominate a colleague as a reference point for further support
- make time available to meet new recruits promptly when they start and at regular intervals during their probationary period.

Learning and development.

Line Managers will ensure that members of staff;

- are adequately trained to fulfil their duties and responsibilities
- are trained, as appropriate, in dealing with potential health & safety hazards that may be associated with the job that they do
- are encouraged to develop stress and time management techniques.

Supervision

Line Managers will:

- agree clear objectives with a reasonable timescale, taking care to explain how duties and responsibilities fit into the wider work context
- ensure regular supervision (through 1 to 1 meetings) of employees in order to respond promptly to problems
- provide positive feedback and recognition of good performance promptly and when appropriate
- discuss poor performance promptly, honestly and constructively and to agree appropriate action using the 6 steps to managing performance improvement
- undertake regular staff development & performance review meetings in partnership with directorate HR teams where appropriate, and in accordance with the County Council's policies on Appraisals and Learning & Development.

[Type text]

Appendix 7 – Sources of support

For further details on the internal support available please also see Appendix 1 which sets out the responsibilities of each group below in greater detail.

Line Management

Effective communication between line managers and employees to assess issues and agree action towards a resolution.

Strategic HR

Policy development and advice.

Directorate Human Resources Business Partners

Monitoring of stress related absences and contribute to the development of the organisation so that work-related stress does not impact negatively on service delivery.

HR Management Advice Team

Advice and help regarding appropriate employment policies and employee support services.

Telephone: 01865 797300

Occupational Health Service

Advice on medical suitability for particular duties and phased returns/rehabilitation programmes.

Telephone: 01865 815421.

Staff Care Service

Counselling support for individuals, teams, mediation, advice and support for managers and post incident support.

Telephone 01865 854416.

Health, Safety and Wellbeing Team

Advice and help on Health Safety and wellbeing matters

Telephone: 01865 797222

Worklife Enhancement

Stress audits, action plans and training

Telephone 01865 797178

Trade Unions

Colleague support, representation, advice and information

[Type text]

External sources of help and counselling

In addition to support available from GPs the following is a selection of external sources of help and counselling.

Alcoholics Anonymous 01865 242373 www.aa.org

Al Anon 020 740 30888

Drinkline 0800 9178282

National Drugs Helpline 0800 776600

FRANK 0800 776600 www.talktofrank.com

NHS Smoking Helpline 0800 0224332 www.smokefree.nhs.uk

Cruse Bereavement Counselling 0844 4779400

www.crusebereavementcare.org.uk

Isis Centre 01865 556648

Samaritans 08457 909090 www.samaritans.org.uk

Oxford 01865 722122

Relate Helpline 0300 1001234 www.relate.org.uk

Oxford 01865 242960

Teacher Support Network 0800 562 561 www.teachersupport.info

National Debtline 0808 808 4000 www.nationaldebtline.co.uk

Rape Crisis 24 hours helpline 0808 802 9999

Health & Safety Executive Website: <http://www.hse.gov.uk/stress>

HSE (2001) Tackling Work-related Stress: A Guide for employees

HSE (2001) A managers' guide to improving and maintaining employee health and wellbeing. HSE Books, Sudbury

www.acas.org.uk - Stress at Work

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