

GHR11 V1

PREVENTION AND MANAGEMENT OF STRESS POLICY

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1.0 Policy Statement (Purpose / Objectives of the policy)

The Trusts are committed to promoting the health, safety, and well-being of all employees by recognising, preventing, and managing workplace stress. We understand that stress can significantly impact the mental and physical health of our employees, as well as their productivity and overall job satisfaction.

This policy aims to guide and enable the following actions –

Identify and Assess Stressors: Regularly identify and assess sources of stress within the workplace through employee feedback, risk assessments, and other relevant measures.
Implement Preventive Measures: Develop and implement strategies to minimize workplace stressors, including job design, workload management, and fostering a supportive work environment.

Promote Open Communication: Encourage a culture of open communication where employees feel comfortable discussing stress-related concerns without fear of stigma or retribution

Provide Support and Resources: Offer support services such as counselling services, and other wellness initiatives.

Train Managers and Supervisors: Equip managers and supervisors with the knowledge and skills to recognise signs of stress and provide appropriate support to their teams.

Monitor and Review: Regularly monitor the effectiveness of stress prevention and management strategies and make necessary adjustments to continuously improve the work environment.

To secure legal compliance. The Health and Safety at Work Act 1974 requires employers to ensure the health and safety of employees so far as is reasonably practicable. The term 'health' encompasses mental as well as physical health.

1.7 In adhering to this Policy, all applicable aspects of the Conflicts of Interest Policy must be considered and addressed. In the case of any inconsistency, the Conflict of Interest Policy is to be considered the primary and overriding Policy.

2.0 Definitions

Stress: the adverse reaction people have to excessive pressures or other types of demand placed on them' (HSE)

Stress is a collection of uncomfortable sensations an individual begins to feel when the demands placed upon them begin to outweigh their supports. It is not a disease. We may be able to manage initially with short-term coping strategies but if demands continue long-term, without a switch to longer term coping strategies or adjustment of those demands, it can lead to mental, emotional and physical ill health.

Work-related Stressors: The Health and Safety Executive defines work-related stressors as 'excessive pressures or other types of demand placed upon employees' and stress is the adverse reaction to those pressures. It is not the individual's fault and is not a sign of weakness.

3.0 Accountabilities

Chief Executive Officer (CEO), Executive Directors, Associate Directors & Divisional Directors

- The Chief executive is responsible for allocating resources and promoting the health and wellbeing of Trust employees.
- Directors have responsibility for reducing and managing stressors in their own areas, and a collective responsibility as part of the Board to minimise work related stress across the organisation, in line with the standards and evidence required to maintain Chartered Mindful Employer status.
- Organisational leaders are responsible for promoting a positive culture within the Trust through policy, training, information, consultation and provision of appropriate support services for colleagues and modelling Trust values.
- They will be aware of the contents of this policy and the need to consider stress as a workplace hazard. This should include monitoring workplace stressors within their teams and ensuring managers undertake risk assessments to control these stressors where necessary.
- They will always consider the impact on colleagues of uncertainty or management decisions, particularly those affecting working patterns, work load, changing roles and responsibilities and work location. They will encourage open communication with colleagues, involving them where possible, to reduce anxiety.

Group Chief People Officer (GCPO)

- The (GCPO) is responsible for maintaining proactive People and Culture services which can adhere to the requirement of this policy, and for ensuring the policy is reviewed and revised as per agreed timescales.
- They will provide assurance to the Trust that the policy is compatible with its objectives and complies with all relevant statutory requirements and other standards. Via reports to Group People Committee they will oversee implementation monitoring and compliance with the policy.

All People Managers

Managers have a responsibility for the wellbeing of their staff. They must be aware of what constitutes stress, the signs and symptoms (Appendix 5) and what actions to take, including appropriate and timely signposting to support. See Section 4 for detailed advice and support for managers. Managers must ensure:

- they are holding regular health and wellbeing conversations with their employees,
- they undertake and implement the Team Stress Risk Assessment (Appendix 1),
- they undertake an Individual Stress Risk Assessment (Appendices 2 and 3) where a team member has been identified to needing an individual stress risk assessment, the assessment must consider the individuals' stressors with the aim of implementing practicable personalised controls to manage the risk, refer to Occupational Health and Wellbeing for support as appropriate.
- the appropriate risk assessment is reviewed and outcomes and action from individual and team stress risk assessments are followed up.

Human Resources (HR) Department

- HR have responsibility to support and advise managers in dealing with the management of stress-related sickness absence.
- They will also assist and advise employees who request information or support concerning flexible working, sickness absence, bullying and harassment and grievance and dispute procedures.

Health and Safety Department

The Health and Safety Department will

- Assure/ensure that the Trust has an overall approach to team stress risk assessment which meets HSE and legislative requirements.
- Provide guidance, training and support for managers conducting Team and Individual stress risk assessments.
- Develop and implement an audit process to monitor and report on compliance with the implementation of team and individual (where required) stress risk assessment.
- Report on Trust stress risk assessment compliance quarterly to all relevant meeting groups within the Trust.
- Provide an annual review on compliance of the Trust Stress Risk Assessment process.

Occupational Health and Wellbeing Service

- The Occupational Health and Wellbeing service (OHWBS) are responsible for assessing staff referred with stress and using pathways to provide confidential mental health support to staff.
- They are also responsible for reporting outcome data on stress and wellbeing, and resulting actions, to Trust Board via Group People Committee and Health and Safety Committee

All colleagues

- Colleagues are responsible for taking all reasonable steps to ensure their own health, safety and welfare and that they do not cause unnecessary stress to others. They will co-operate with work processes, training and instructions, demonstrate trust values and adherence to the Joint Behavioural Framework.

Staffside

Staff side union reps will advocate with staff and managers the need for completing risk assessments where concerns are raised around levels of stress, and highlight areas for redress by the Trust.

Freedom to speak up (F2SU)

F2SU leads play a key role in soft monitoring, feedback and support for staff around of stressors and informing the Trust or areas for redress.

Working in partnership

The Royal Wolverhampton NHS Trust
Walsall Healthcare NHS Trust

4.0 Policy Detail

The Trust is required to assess the risks to colleague wellbeing that may be caused by workplace stress and outline the measures to remove this risk or reduce it as much as possible. It is therefore important for a team stress risk assessment (Appendix 1) to be undertaken proactively within each department to identify any workplace stressors at least annually or when any of the stress management standards change (see below) Examples of this are times of organisational change, serious clinical incidents, teams showing signs of stress. It should be considered that an individual member of the team may require an Individual Stress Risk Assessment (Appendix 2/3), where this is the case the Individual Stress Risk Assessment must be developed and implemented with this individual to ensure they are well supported at work.

Managers and staff will undertake the Stress risk assessment using the Health & Safety Stress

Risk Assessment Tool (appendix 1) which will identify what stressors are impacting upon colleagues, how significant the risk of harm is to their psychological wellbeing and evaluate whether existing measures need to be improved to reduce the risk of harm. In carrying out a team stress risk assessment with a representative group of colleagues, managers should focus on the factors identified that are likely to cause intense or sustained levels of work-related stress and agree an action plan to address these issues.

To support the development of further controls, the team stress risk assessment process includes the evaluation of staff opinion through anonymous surveys, enabling local intelligence and locally tailored controls to address risks. (See Appendix 4 for guidance on anonymous staff surveys)

The following outlines the HSE's stress management standards which should be considered as part of the risk assessment:

- Demands - Are colleagues comfortable with the amount of work they have to do or the hours they are expected to work?
- Control - Are colleagues involved in deciding what work they do, and when and how they do it?
- Support - Are you offering adequate managerial support to colleagues, for example with new work or with everyday issues or if they experience personal problems? Are all colleagues properly trained for all the tasks that they are expected to perform?
- Relationships - How are relationships conducted in your workplace? Are there problems with bullying/harassment?
- Roles - Are colleagues clear about what is expected of them? Are individuals struggling with multiple and/or conflicting roles?
- Change - Do you communicate and consult adequately with your colleagues about organisational change?
- Culture - Do you promote open dialogue between colleagues and managers? Do colleagues feel that the organisational culture is discriminatory?

Further guidance can be found from the Health and Safety Executive website: <http://www.hse.gov.uk/stress/>

Working in partnership

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Walsall Healthcare NHS Trust

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Managers must communicate the assessment findings to their staff and develop an action plan, to implement improvements and support any affected colleagues. Action plans should be implemented and monitored at local level, with assistance and support sought from Health and Safety, OHWBS or HR departments, as needed. The control measures will vary depending on the risk identified, some examples include:

- Additional training provided
- Ensure all team members have clear job descriptions and understand their role
- Ensure managers are undertaking team meetings, 1:1s, regular health and wellbeing conversations, appraisals and setting objectives that are achievable, and performance monitored
- Use of mentors / workplace advisors.

It is also important that an individual stress risk assessment ([appendix 2/3](#)) is carried out whenever an employee reports that they are experiencing work related stress. As a preventative measure, managers should have regular health and wellbeing conversations with employees who they manage to provide an opportunity to discuss any potential or ongoing personal and work-related stressors and signpost to support. This may include referring employees to OHWB for professional support and working with OHWB and HR to ensure that appropriate return to work strategies are planned and implemented for those who have suffered illness as a result of stress.

It is essential that line managers encourage colleagues to raise any issues concerning stress affecting them or other team members at work with them, so management are aware of problems to be able to help. If they feel unable to discuss issues with their line manager, or discussion with the line manager has not been effective, employees are encouraged to raise concerns with another manager in their directorate, their trade union/professional body representative, the Occupational Health and Wellbeing Department, or a Freedom to Speak up Guardian.

Colleagues are encouraged to gain awareness of their own feelings and reactions to stressful situations, methods of coping and use of personal support mechanisms.

Oversight of team stress risk assessment results will be reported to the Human Resource and Health and Safety teams and used to inform assurance on stress management.

5.0 Financial Risk Assessment

1	Does the implementation of this policy require any additional Capital resources	No
2	Does the implementation revenue resources of this policy require additional resource	No
3	Does the implementation of this policy require additional manpower	No
4	Does the implementation of this policy release any manpower costs through a change in practice	Yes
5	Are there additional staff training costs associated with implementing this policy which cannot be delivered through current training programmes or allocated training times for staff	No
6	Other comments – reducing stress related sickness can potentially release manpower costs.	

6.0 Equality Impact Assessment

An initial equality impact assessment has been carried out and it indicates that there is no likely adverse impact in relation to Personal Protected Characteristics as defined by the Equality Act 2010.

7.0 Maintenance

The Policy will be reviewed 4 yearly, consulted and approved by the Group People Committee.

8.0 Communication and Training

In order to support managers to look after themselves and their teams it is a compulsory requirement for managers to complete the management modules on My Academy programme which includes stress management.

The Attendance Management training, compulsory for managers, also includes training on Healthy Attendance, with signposting to OHWB resources and the Mental Health resources available for colleagues

The stress risk assessment process will be part of Health and Safety for managers training.

9.0 Audit Process

Criterion	Lead	Monitoring method	Frequency	Committee
Monitoring of Stress related OH referrals	OHWBS	Referral monitoring and reporting. Case monitoring for impact on sickness absence	Twice yearly (as part of current routine report cycle)	Group People Committee and Health & Safety Committee
Sickness absence monitoring	People & Culture /Workforce Intelligence	Prevalence and subject reporting by Division and Care Group/Dept	Quarterly	Group People Committee
Exit Interview	People & Culture - HR	Monitoring of Exit interview for attrition resulting from work related stress (HSE standard stressors)	Thematic reporting by exception	Group People Committee
F2SU cases – impact on stress	HR/FTSU	Monitoring of areas / themes for stress as reported	Thematic reporting by exception	Group People Committee
Staff Survey	P&C leads	Monitoring of People Promise questions	Annual	Group People Committee / Trust Board
Team Stress Risk assessments	H&S Team	Monitoring of Team stress risk assessments via the H&S toolkit	Annual	Group People Committee, Health & Safety Committee

10.0 References - Legal, professional or national guidelines

[Stress and mental health at work - HSE](#)

Appendix 1

GROUP HEALTH & SAFETY AND OCCUPATIONAL HEALTH & WELLBEING 'TEAM' WORK-RELATED STRESS RISK ASSESSMENT FORM

Section A: Risk Assessment Title

RiskAssessmentTitle:	Team Stress Risk Assessment		
Division:	<i>Detail your division here (e.g. Corporate)</i>	Risk Assessment Version Number:	<i>E.g., 001</i>
Location / Department/ Care Group/ Directorate:	<i>E.g., Health & Safety Department</i>		
Person(s) at Risk: Employees (including Older and Young Workers, Volunteers and Students) - <input checked="" type="checkbox"/> Patients - <input type="checkbox"/> Vulnerable Groups (person with disability, expectant or new mothers) - <input checked="" type="checkbox"/> Public/Visitor - <input type="checkbox"/> Contractors - <input type="checkbox"/>			

Has the Team Stress Survey Been Completed for Your Department – See Guide Below in Page 6?

The Manager/Matron must ensure that the link/QR Code to the 'Stress Team Anonymous Survey' has been communicated to all staff prior to this assessment as the results of the survey will determine the 'Initial Risk Score' for each stressor in Section B below. The link or QR-code for each department can be provided by the Health & Safety Team. Email: RWT - rwh-tr.healthandsafetyteam@nhs.net; WHT - health.safety2@nhs.net

PLEASE NOTE: As this Stress Assessment evaluates the risk of stress within the Team's/department's work activities; Line-Managers are required to carry out individual stress assessments for any team members who may be at risk of work-related stress. This includes individuals who have raised concerns with their managers, as well as those returning to work following a period of absence related to stress or anxiety ill health.

The individual stress assessment is intended to facilitate open two-way conversations, providing employees with the opportunity to share stress-related concerns. This, in turn, enables managers identify appropriate and practical support measures tailored to individual needs. Please note that these discussions are confidential and must be treated as such, hence should be completed using the appropriate document, once completed this should be saved in the team members personnel file and shared with them. Liaise with the H&S team for support.

SECTION B – Risk and Initial Risk Score:

Risk(s):		Initial Risk Score: (Risk Level Before Controls – DETERMINED THROUGH ANONYMOUS SURVEY RESULT)
1.	Demand <ul style="list-style-type: none"> Are there possible issues with excessive job demands? Are people unable to take leave entitlement? Are people concerned about their work environment? Are people regularly working longer than their contracted hours or longer than 48 hours per week? Are individuals working noticeably longer hours than others doing the same/similar jobs? Are people unable to access wellbeing interventions/initiatives due to job demands? 	<i>Insert Risk Level from Survey Result (e.g., High Risk)</i>
2.	Control <ul style="list-style-type: none"> Are there possible issues with lack of control over work? Do individuals have any control over the timing and/or pace of work? Do others often change deadlines? Is all work allocated by the line manager? Are people able to take breaks from their work? 	<i>Insert Risk Level from Survey Result (e.g., High Risk)</i>
3.	Support: <ul style="list-style-type: none"> Are there possible issues with lack of support? 	<i>Insert Risk Level from Survey Result (e.g., High Risk)</i>

	<ul style="list-style-type: none"> Are individuals raising concerns about lack of management support? Has the manager completed Health & Wellbeing conversation training? Are employees given a regular opportunity to have a Health & Wellbeing conversation with their manager? Are appraisals and work reviews taking place as planned? Is the manager trained to spot the signs and symptoms associated with poor mental health, and able to signpost to appropriate support? Has the manager received training in emotional intelligence and compassionate leadership? Is there a trained Health and Wellbeing Champion and/or Mental Health First Aider in your team/department? 	<i>High Risk)</i>
4.	Relationships: <ul style="list-style-type: none"> Are there conflict/incivility issues with relationships within the team? Have there been any complaints of bullying or harassment during the past year? Have there been any incidents of unacceptable behaviour? Does the team work cohesively and supportively in dealing with day-to-day work? Have incidents of unacceptable behaviour been dealt with by the manager in an appropriate manner? Have there been any recent deaths in service? 	<i>Insert Risk Level from Survey Result (e.g., High Risk)</i>
5.	Role: <ul style="list-style-type: none"> Are there possible issues with role ambiguity or confusion? Do employees understand what their role and responsibilities are? Are individuals mentioning conflicting goals? Are employees affected by conflicting priorities? Induction for new employees not being completed? 	<i>Insert Risk Level from Survey Result (e.g., High Risk)</i>
6.	Change <ul style="list-style-type: none"> Are there possible issues with managing change? Has the team been through a period of significant change? Is the team going through a period of significant change or Management of Change? 	<i>Insert Risk Level from Survey Result (e.g., High Risk)</i>

SECTION C – Current Risk Control Measures and Current Risk Score for Each Risk:

PLEASE NOTE: All 'High to Extreme Risks' must be escalated to Divisional Leadership to aid discussion where required.

Control Measures

PLEASE NOTE: The controls outlined below represent the minimum requirements set by the Trust for all services to promote consistency in the prevention of work-related stress. Any additional controls deemed necessary by a specific service should be clearly detailed in 'Section D' below.

1.	Demands: <ul style="list-style-type: none"> Line managers are required to prioritise and hold more regular team meetings or individual work reviews to discuss and anticipate workload. Team meetings are the anchor of the team. Develop personal work plans to ensure staff know what their job involves. Provide training to help staff prioritise, or information on how to seek help if they have conflicting priorities. Develop a system to notify employees of unplanned tight deadlines and any exceptional need to work long hours. Identify reasons for tight deadlines appearing and seek to resolve issues. Ensure the job description matches the work being carried out. Ensure the person specification matches the requirements of the job. Consider flexibility with start and end times, and working location (where possible) to help employees
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	<p>cope with pressures outside of work, such as childcare, commuting etc.</p> <ul style="list-style-type: none"> Assess the risk and impact of other hazards associated with the environment; take reasonable steps to control the risk and inform employees of progress and outcome. Ensure the risk of violence and aggression is assessed, and control implemented to aid staff safety. Where possible provide staff time to access wellbeing interventions/initiatives and encourage staff to attend
2.	<p>Control:</p> <ul style="list-style-type: none"> Agree systems (such as one-to-one) that enable staff to have a say over the way their work is organised and undertaken. Hold regular discussions at the planning stages of projects or new tasks to talk about outputs and methods of working. Hold work reviews to monitor ongoing workload. Empower employees with a good level of control over the pace of their work. Ensure employees are taking their entitled breaks. Ensure there is clarity of role and role boundaries through regular team reflection and discussion. Allow and encourage people to participate in decision making, particularly where it affects them Ensure there is a suitable environment for staff to take their designated break
3.	<p>Support:</p> <ul style="list-style-type: none"> Ensure work-related stress absences are reviewed to obtain learnings; carry out an individual stress risk assessment with the employee prior to returning to work and adhere to sickness management policy. Prioritise and hold regular team meetings and/or one-to-ones to talk about emerging issues. Encourage work-related stress and team reflection as a standing item on team meetings. Seek examples of how staff would like to or have received good support from managers or colleagues. Consult with employees on how they would like to access managerial support. Ensure appraisals identify training needs, and ensure they are carried out regularly. Consult with employees about the ways the organisation could provide support for someone who is experiencing challenges outside work. Establish regular local feedback mechanisms (formal and informal). The Manager is required to ensure they are trained in undertaking Health and Wellbeing conversations. Ensure Health and Wellbeing conversations are held regularly and signpost and disseminate Health and Wellbeing information and areas of support (counselling, work-life balance, etc.) to employees. The manager is required to ensure they are trained in Mental Health First Aid (MHF Aid). Ensure there is a trained Health and Wellbeing Champion, Menopause Champion, and Mental Health First Aider within the department. The manager is required to ensure they have received training in emotional intelligence and compassionate leadership. The manager is required to ensure they have attended the Trusts Managers Essentials Training. The manager must ensure they have a good level of understanding of the Trusts Health & Wellbeing Offer, information can be located on the staff intranet/Sway newsletters. The manager must ensure they are taking steps to look after their own wellbeing – self-care is essential and enables us to care for and support others in an effective manner. The manager must ensure they have attended the Trusts Menopause Workshop (lead by colleagues in OH & HR).
4.	<p>Relationships:</p> <ul style="list-style-type: none"> Communicate the Trust standard for acceptable behaviour at work with all employees. The manager must ensure they deal with incidents surrounding inappropriate behaviour in an appropriate manner. Plan team development sessions to include evaluation of Trust and local team values, behavioural standards and how these are being discharged. Ensure employees are aware of confidential routes by which they can report unacceptable behaviour; provide regular reminders to support awareness and clear guidance how to use these routes, and

	<p>assurances of follow-up and support to encourage their use.</p> <ul style="list-style-type: none"> Ensure all staff complete Freedom to Speak Up (FTSU) or Civility and Respect training and managers Follow up training as appropriate. The Manager must ensure they have completed the Listen Up Training. Ensure staff have completed training on conflict resolution to help staff deal with conflicts. Ensure employees are aware of where they can access Bullying and Harassment procedures and Grievance procedures. Ensure employees are aware of the freedom to speak up team. Ensure people are aware of grievance and disciplinary procedures. Identify ways to celebrate success such as team recognition in meetings or thank-you messages.
5.	<p>Roles:</p> <ul style="list-style-type: none"> Ensure there is clarity of role and role boundaries are maintained through job descriptions, regular role review and through regular team reflection and discussion on role and team outcomes. Use appraisals and one-to-one meetings to help individuals clarify their roles and priorities, and to discuss any possible role conflicts. Communicate key team objectives and targets. Agree standards of performance for jobs and individual tasks. Develop personal work plans that are aligned to the outputs of the unit. Revise job descriptions to ensure core priorities of the post are clear. Ensure existing team members understand the role and responsibilities of any new team members. Ensure new employees receive an adequate induction into their role and objectives, and the team's role.
6.	<p>Change:</p> <ul style="list-style-type: none"> Ensure employees are aware of why change is happening and the key steps of the change. Encourage team engagement and consultation wherever possible and appropriate. Ensure individuals directly affected are involved in the change process. Ensure regular and clear communication with those indirectly affected. Agree methods of communication and or updates with employees to aid their awareness of ongoing change. Ensure employees are aware of the impact of change on their jobs, terms and conditions, etc.

SECTION D – Further Control Required to Reduce Each Risk (where required only):

Further Controls for each Risk (where required, use bullet points to list further controls for each risk):		Responsible Person:	Target Date	Date Completed
1.	<p>Demands:</p> <ul style="list-style-type: none"> <i>[If no further action is required; indicate 'No further control is required']</i> 			
2.	<p>Control:</p> <ul style="list-style-type: none"> <i>[If no further action is required; indicate 'No further control is required']</i> 			
3.	<p>Support:</p> <ul style="list-style-type: none"> <i>[If no further action is required; indicate 'No further control is required']</i> 			
4.	<p>Relationships:</p> <ul style="list-style-type: none"> <i>[If no further action is required; indicate 'No further control is required']</i> 			
5.	<p>Roles:</p> <ul style="list-style-type: none"> <i>[If no further action is required; indicate 'No further control is required']</i> 			
6.	<p>Change:</p> <ul style="list-style-type: none"> <i>[If no further action is required; indicate 'No further control is required']</i> 			

SECTION E - Risk Assessment Date and Assessor Details:

PLEASE NOTE: The 'Next review date' below must be determined by the results of the Team Stress Risk Assessment and the accompanying anonymous staff survey. Therefore, should be completed and reviewed every six months. An annual (12-monthly) review is only appropriate if the survey results indicate a 'Low or Moderate Risk' rating across all six HSE Management Standards (Demand, Control, Support, Relationship, Role, & Change).

Assessment Date		Next Review Date	
Prepared by (Name & Role):			
Approved by (Name & Role):			
Reviewer Comment (to be added during next review):	<ul style="list-style-type: none"> Only required upon next review. 		

SECTION F: Assessment Review Frequency

Risk Rating & Review Frequency Table:

Low Risk	<p>PLEASE NOTE: The Team Stress Risk Assessment and the accompanying anonymous stress survey should be completed and reviewed every six months.</p> <p>An annual (12-monthly) review is only appropriate if the survey results indicate a 'Low or Moderate Risk' rating across all six HSE Management Standards (e.g. Demand, Control, Support, etc.).</p>
Moderate Risk	
High Risk	
Extreme Risk	

STEP-BY-STEP GUIDE: PROCESS ON COMPLETING THE ANONYMOUS TEAM STRESS SURVEY

The survey link and accompanying QR code UPON REQUEST WILL BE PROVIDED BY THE Health & Safety Team. This should be shared with all staff for individual completion. Those without access to an email can complete the survey via their mobile phones or be given dedicated time to use a shared computer. Once the survey is complete, the Health & Safety Department will collate the results and share the findings with the Team Manager. The result will provide an indication of the risk level associated with each of the HSE Management Standards (e.g. Demands, Control, Support, etc.) within your team; this risk level must then be detailed in the Team Stress Risk Assessment.

STEP 1 - Distributing the Survey

- The survey link provided by the H&S department should be sent to all relevant team members by their Line-Manager or Responsible Person.
- While all employees are encouraged to participate, a minimum response rate of 50% is considered sufficient. However, routine email/message with reminders should be sent to the team to promote awareness and engagement.
- The survey would remain open for an appropriate period (e.g., three weeks, except the line-manager or responsible person requires this period to be longer or shorter).

STEP 2 - Collecting & Reviewing Results of the Anonymous Survey

- If response rates are significantly below 50%, consider follow-up discussions with the team to understand barriers to engagement and extend response period if required.
- Once the survey period ends, results will be compiled by the Health & Safety Department and shared with the Line-Manager or Responsible Person.
- The results will determine the risk scores/level for each Management Standards (e.g., Demands, Control, Support, Role Clarity, Relationships, Change Management) for the Team stress risk assessment.
- Team members who raise confidential concerns related to stress must be offered the opportunity to discuss these with their line manager or designated responsible person. This conversation will support the completion of an individual stress risk assessment. The discussion and its outcomes must be documented using the appropriate form and treated as strictly confidential.

STEP 3 - Sharing & Acting on Findings

- The compiled results and Team Risk Assessment must be shared with all staff.

STEP 4 - Next Steps & Support

- Where survey results indicate a risk level of 'High to Extreme Risk', all control measures identified within the Team Stress Risk Assessment along with any additional 'further controls' must be fully implemented to promote a culture of risk reduction. The survey process must be repeated within six months, and the risk assessment reviewed accordingly.
- For employees requiring further support, consider signposting them to Occupational Health etc.

Following the steps above should make the process swift and straightforward.
The Health & Safety Department is available for support if

required Thank you for your participation.

Appendix 2

TRUST HEALTH & SAFETY AND OCCUPATIONAL HEALTH & WELLBEING 'INDIVIDUAL' WORK-RELATED STRESS RISK ASSESSMENT

Introduction

This Individual Work-Related Stress Risk Assessment template is intended to guide managers in supporting employees who may be experiencing work-related stress. It should be used when concerns are identified through a broader Team Stress Risk Assessment, when an individual returns to work following a period of absence due to work-related stress, or when an employee raises concerns about their own stress levels. In such cases, where a more tailored approach is required, this tool offers a structured and supportive framework to explore the underlying causes and identify appropriate actions to aid risk prevention.

This tool has been developed in line with the Health and Safety Executive (HSE) Talking Toolkit on Preventing Work-related Stress. It is a one-to-one process designed to facilitate a supportive and structured conversation between the line manager (or other responsible person) and the individual. The aim is to help identify the root causes of work-related stress and to agree on reasonable, practical measures to support the individual's wellbeing. This approach forms part of our proactive commitment to fostering a safe and healthy working environment, in line with the Trust's Stress Policy and our wider health and safety obligations.

Please note:

- This is an 'individual' risk assessment and must not be used in place of a Team stress risk assessment.
- All information shared and recorded in this process is **strictly confidential** and must be handled in accordance with the Trust's confidentiality and data protection protocols.
- This assessment should be conducted in a supportive, non-judgemental manner, and outcomes should be reviewed regularly to ensure continued effectiveness.

This process supports the Trust's commitment to early intervention, open dialogue, and the promotion of mental wellbeing across all teams and services.

Section A: Individual & Assessor Detail

Name and Role of Assessor (Line Manager / Responsible Person)	
Name and Role of Employees	
Assessment Date	

Assessment Guidance & Information

This assessment is not a diagnostic tool, but a conversation-based risk assessment designed to explore possible workplace contributors to stress and for the employee and the assessor to agree on reasonable actions or controls to mitigate them.

How to Use This Tool:

- This assessment should be completed alongside the accompanying guidance document provided for the assessor only, this outlines how the individual **should** feel in relation to each conversation point/topic. Use the employee's responses to the conversation questions to evaluate any gaps or concerns against these expected outcomes. This approach will support the development of practical agreeable actions and control measures to help promote the employee's wellbeing.
- **Schedule dedicated time** for a private, one-to-one meeting in a confidential space.
- **Explain the purpose** of the assessment: to understand work-related stressors and identify solutions collaboratively.
- Use the **six key areas of the HSE Management Standards** (Demands, Control, Support, Relationships, Role, and Change) as a framework for your discussion. A prompt/guidance note for each area is included below.
- Encourage open, honest dialogue. Listen without judgment, and do not offer medical opinions or diagnoses.
- **Focus on work-related factors** and avoid assumptions about personal issues unless the employee chooses to raise them.
- **Record agreed actions** and set a date to review progress. This reinforces commitment to follow-up on required actions to aid support for the individual.

SECTION B – Risk Assessment (Conversation Points):

Please Note: These conversations can take place as part of an existing one-to-one meeting, or a separate meeting can be arranged specifically to focus on stress and its prevention. Where necessary, conversation points may be covered over multiple meetings to allow for a more in-depth discussion. Assessors should actively listen to the individual's concerns and work collaboratively to agree on practical actions and controls. The key is to begin the conversation and to start planning meaningful support.

CONVERSATION 1: DEMANDS Please Note: Go through the questions below with the individual and detail a summary of response in the section provided.	SUMMARY OF RESPONSES Please note: Detail summary of responses to each conversation question below:
i. Does your workload feel achievable? Think about which tasks take up the most time and how you cope with busy schedules.	
ii. Do you feel the deadlines you are given are realistic?	
iii. Do you often have conflicting deadlines?	
iv. Have you had the right training to carry out the core functions of your job?	
v. What improvements or support could be put in place to help with any of the issues you have talked about? Think about you, your line manager, your organisation.	
Conversation 1 Agreed Actions/Control Measures: <ul style="list-style-type: none"> <i>Insert agreed actions to support staff wellbeing here.</i> 	
Date to Revisit Agreed Actions/Control Measures: <i>Insert agreed date here</i>	

CONVERSATION 2: CONTROL Please Note: Go through the questions below with the individual and detail a summary of response in the section provided.	SUMMARY OF RESPONSES Please note: Detail summary of responses to each conversation question below:
i. Do you feel involved in how decisions about your job are made? Think about whether you feel listened to and trusted, how you are consulted and any opportunities for input.	
ii. Do you feel your skills are used to good effect?	
iii. How could your existing skills be used more effectively?	
iv. Do you feel you have a say in how your work is organised and undertaken?	
v. What improvements or support could be put in place to help with any of the issues you have talked about?	
Conversation 2 Agreed Actions/Control Measures: <ul style="list-style-type: none"> <i>Insert agreed actions to support staff wellbeing here.</i> 	
Date to Revisit Agreed Actions/Control Measures: <i>Insert agreed date here</i>	

CONVERSATION 3: ROLE	SUMMARY OF RESPONSES
Please Note: Go through the questions below with the individual and detail a summary of response in this section provided	Please note: Detail summary of responses to each conversation question below:
i. Do you feel clear on what your responsibilities are?	
ii. Are you clear on what your performance objectives are and what success looks like for you, your area/department and the Trust? Do you feel that they are achievable?	
iii. Do you feel you understand how work is structured in your department? Do you know who is doing what and why and how your role fits in?	
iv. What improvements or support could be put in place to help with any of the issues you have talked about?	
Conversation 3 Agreed Actions/Control Measures: <ul style="list-style-type: none"> Insert agreed actions to support staff wellbeing here. 	
Date to Revisit Agreed Actions/Control Measures: Insert agreed date here	

CONVERSATION 4: SUPPORT	SUMMARY OF RESPONSES
Please Note: Go through the questions below with the individual and detail a summary of response in this section provided.	Please note: Detail summary of responses to each conversation question below:
i. Do you feel the team is a positive place to work and that you are valued? Think about the working environment, the support available and the opportunities to talk about support you may need.	
ii. Do you know who to talk to and where to go when you need support? Think about where you would go for help if you were experiencing an issue and whether you would feel comfortable doing so.	
iii. Do you feel there are enough opportunities to discuss any emerging issues or pressures?	
iv. Do you feel there are enough opportunities to discuss any emerging issues or pressures?	
Conversation 4 Agreed Actions/Control Measures: <ul style="list-style-type: none"> Insert agreed actions to support staff wellbeing here. 	
Date to Revisit Agreed Actions/Control Measures: Insert agreed date here	

CONVERSATION 5: RELATIONSHIPS	SUMMARY OF RESPONSES
Please Note: Go through the questions below with the individual and detail a summary of response in the section provided.	Please note: Detail summary of responses to each conversation question below:
i. Have you experienced or witnessed unacceptable behaviour at work? Do you feel satisfied with how this was dealt with?	
ii. Do you feel that honest and open communication is encouraged within the team?	

iii. Do you feel that you know where to go and what to do if you experience or witness unacceptable behaviour? Do you feel confident that steps will be taken to stop this behaviour?	
iv. Do you feel confident that steps will be taken to stop an unacceptable behaviour from progressing when reported?	
v. What improvements or support could be put in place to help with any of the issues you have talked about?	
Conversation 5 Agreed Actions/Control Measures: <ul style="list-style-type: none"> Insert agreed actions to support staff wellbeing here. 	
Date to Revisit Agreed Actions/Control Measures: Insert agreed date here	

CONVERSATION 6: CHANGE Please Note: Go through the questions below with the individual and detail a summary of response in the section provided.	SUMMARY OF RESPONSES Please note: Detail summary of responses to each conversation question below:
i. Do you feel that your Team handles change well?	
ii. Do you feel you are properly consulted when changes are made which affect you and your role?	
iii. Do you feel the reasons for the change are explained well?	
iv. Do you feel that you are involved in the planning process when changes are made?	
v. What improvements or support could be put in place to help with any of the issues you have talked about?	
Conversation 6 Agreed Actions/Control Measures: <ul style="list-style-type: none"> Insert agreed actions to support staff wellbeing here. 	
Date to Revisit Agreed Actions/Control Measures: Insert agreed date here	

Conclusion

Regularly reviewing the agreed actions and control measures is a vital part of this individual stress risk assessment process. Follow-up discussions provide an opportunity to evaluate whether the support strategies agreed and implemented are effective and to make necessary adjustments based on the employee's ongoing experience and practicalities.

This reinforces the Trust's commitment to fostering a safe, responsive, and supportive working environment. Setting clear review dates ensures accountability and helps maintain momentum in promoting the individual's wellbeing and preventing further work-related stress. Service Managers or Responsible Persons should document any updates or changes and continue to engage in open supportive dialogue to monitor progress over time.

Individual Work-related Stress Risk Assessment Form V.1 - Q12025 Trust
Health & Safety Team – CI Authorised

Appendix 3

Guidance Document – *How an Individual Should Feel: Individual Work-related Stress Risk Assessment*

Purpose of This Guidance Document

This guidance document has been developed to support the use of the Individual Work-Related Stress Risk Assessment. It outlines how individuals should ideally feel during wellbeing conversations in relation to each of the six key areas identified in the Health and Safety Executive (HSE) Management Standards: Demands, Control, Support, Relationships, Role, and Change.

These standards describe the conditions that, when managed effectively, help reduce the risk of work-related stress. This guidance is intended for use by managers or assessors only and provides a benchmark against which the individual's responses during the assessment can be evaluated. Identifying where an individual's experience differs from these expected outcomes enables the development of appropriate, practical actions to support their wellbeing and reduce workplace stress risks.

Useful links to 'Wellbeing Conversation Training/Resources:

WHT - <https://sway.cloud.microsoft/wh1N7tbCvZfC1Hp4?ref=Link>

RWT – Please refer to MyAcademy.

GUIDANCE NOTES

CONVERSATION POINTS (HSE Management Standards)	How the Individual Should Feel
DEMANDS	<ul style="list-style-type: none"> • They are able to cope with the demands of their job. • They are provided with achievable demands in relation to the hours they work. • Their skills and abilities are matched to the demands of their job. • Concerns about their work environment are addressed.
Further Important Information to Consider: Working Patterns - <ul style="list-style-type: none"> • Where practical and able to do so, consider allowing regular breaks, especially when the work is complex or emotionally demanding. • Consider changes to start and end times to help employees cope with pressures outside work, like childcare or commuting. Workload - <ul style="list-style-type: none"> • Hold regular meetings, both with individuals and as a team, to discuss anticipated workloads (and to deal with any predicted busy times). • Provide support and guidance to help employees prioritise. • Develop a system to notify employees of unplanned tight deadlines and any exceptional need to work long hours. • Identify blocks of time to allow for genuine collaborative planning. Environment - <ul style="list-style-type: none"> • Assess the risk and impact of other potential hazards and take steps to deal with them by consulting with employees and others. For example, to deal with the potential hazard of violence and aggression, you should seek advice from the Trust Security and Health & Safety Teams. • Provide support and guidance to help employees deal with and defuse difficult situations. 	

CONVERSATION POINTS (HSE Management Standards)	How the Individual Should Feel
CONTROL	<ul style="list-style-type: none"> • They are consulted over the way their work is organised and undertaken, e.g. through regular meetings, one-to-ones, performance reviews. • They have regular opportunities for discussion and input at the start of projects or new pieces of work. • They are encouraged to use their skills and initiative to do their work. • They are consulted over things that can affect their work. • They are encouraged to develop new skills and undertake new and challenging pieces of work.
<p>Further Important Information to Consider:</p> <p>Communication -</p> <ul style="list-style-type: none"> • Help employees to have a say over the way their work is organised and undertaken through project meetings, one-to-ones and performance reviews. • Hold regular discussion forums during the planning stage of new work to talk about the anticipated methods of working. • Allocate responsibility to teams rather than individuals to take projects forward. • Allow employees some control over the pace of their work. <p>Decision -</p> <ul style="list-style-type: none"> • Talk about the way decisions are made. • Allow and encourage people to participate in decision making, especially where it affects them. <p>Skills and Training -</p> <ul style="list-style-type: none"> • Talk about the skills people have and if they believe they are able to use these to good effect. • Talk about how people would like to use their skills. 	

CONVERSATION POINTS (HSE Management Standards)	How the Individual Should Feel
SUPPORT	<ul style="list-style-type: none"> • They receive information and support from other employees and their managers. • The Team has systems in place to enable and encourage managers to support their employees and for employees to support one another. • They know what support is available and how to access it. • They know how to access the resources they need. • They receive regular and constructive feedback.
<p>Further Important Information to Consider:</p> <p>Support -</p> <ul style="list-style-type: none"> • Hold regular one-to-one and team meetings to talk about any emerging issues or pressures. • Include work-related stress or pressures as a standing item for meetings with employees and/or performance reviews. • Consider buddying systems or work shadowing to improve understanding of roles across the team. • Find examples of how people would like, or have received, good support from managers or 	

employees.

Resources -

- Share information on areas of support available with your employees like assistance programmes, charities, occupational health and external organisations.
- Talk about the ways your organisation can provide support if someone is experiencing problems outside work.

CONVERSATION POINTS (HSE Management Standards)	How the Individual Should Feel
RELATIONSHIP	<ul style="list-style-type: none"> • They are not subjected to unacceptable behaviours such as bullying or harassment at work. • The Team promotes positive behaviours at work. • The Team has agreed on process and procedures on how to prevent or resolve unacceptable behaviour. • The Team has systems in place to enable and encourage managers to deal with unacceptable behaviour. • The Team has systems in place to enable and encourage employees to report unacceptable behaviour.
Further Important Information to Consider: <ul style="list-style-type: none"> • Regularly communicate Trust related policies and procedures to employees and make sure that they are understood. • Champion a culture which allows for people to report unacceptable behaviour. • Find ways to celebrate success. • Make sure that you are providing the same level of support and communications for employees who work in isolation like lone workers or those in separate locations. 	

CONVERSATION POINTS (HSE Management Standards)	How the Individual Should Feel
ROLE	<ul style="list-style-type: none"> • They understand their role and responsibilities. • Staff are provided with information to enable them to understand their role and all of their responsibilities. • They are able to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.

CONVERSATION POINTS (HSE Management Standards)	How the Individual Should Feel
CHANGE	<ul style="list-style-type: none"> • They are engaged with frequently when undergoing change. • They are provided with timely information, enabling them to understand the reasons for proposed changes. • They are consulted on changes and provided with opportunities for them to influence proposals. • They are aware of the probable impact of any changes to their job and, if necessary, they are given training to support any changes in their job.

Appendix 4

STEP- BY-STEP GUIDE: PROCESS ON COMPLETING THE ANONYMOUS TEAM STRESS SURVEY

The survey link and accompanying QR code upon request will be provided by the Health & Safety Team to the Service Manager. This should be shared with all staff for individual completion. Those without access to an email can complete the survey via their mobile phones or be given dedicated time to use a shared computer. Once the survey is complete, the Health & Safety Department will collate the results and share the findings with the Team Manager. The result will provide an indication of the risk level associated with each of the HSE Management Standards (e.g. Demands, Control, Support, etc.) within your team; this risk level must then be detailed in the Team Stress Risk Assessment.

STEP 1 - Distributing the Survey

- The survey link provided by the H&S department should be sent to all relevant team members by their Line-Manager or Responsible Person.
- While all employees are encouraged to participate, a minimum response rate of 50% is considered sufficient. However, routine email/messaging with reminders should be sent to the team to promote awareness and engagement.
- The survey would remain open for an appropriate period (e.g., three weeks, except the line-manager or responsible person requires this period to be longer or shorter).

STEP 2 - Collecting & Reviewing Results of the Anonymous Survey

- If response rates are significantly below 50%, consider follow-up discussions with the team to understand barriers to engagement and extend response period if required.
- Once the survey period ends, results will be compiled by the Health & Safety Department and shared with the Line-Manager or Responsible Person.
- The results will determine the risk scores/level for each Management Standard (e.g., Demands, Control, Support, Role Clarity, Relationships, Change Management) for the Team stress risk assessment.
- Team members who raise confidential concerns related to stress must be offered the opportunity to discuss these with their line manager or designated responsible person. This conversation will support the completion of an individual stress risk assessment. The discussion and its outcomes must be documented using the appropriate form and treated as strictly confidential.

STEP 3 - Sharing & Acting on Findings

- The compiled results and Team Risk Assessment must be shared with all staff.

STEP 4 - Next Steps & Support

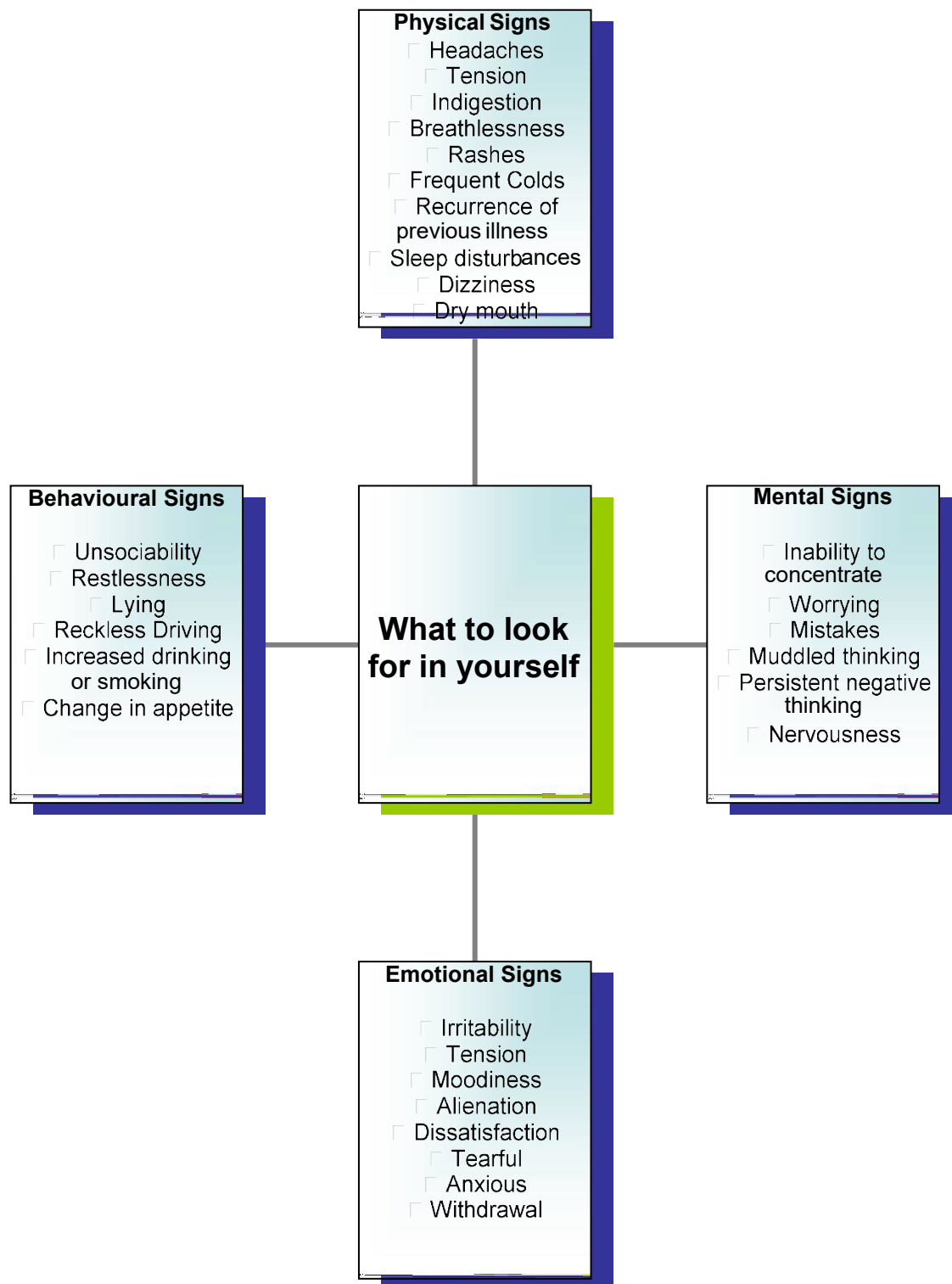
- Where survey results indicate a risk level of 'High to Extreme Risk', all control measures identified within the Team Stress Risk Assessment along with any additional 'further controls' must be fully implemented to promote a culture of risk reduction. The survey process must be repeated within six months, and the risk assessment reviewed accordingly.
- For employees requiring further support, consider signposting them to Occupational Health etc.

Following the steps above should make the process swift and straightforward.

The Health & Safety Department is available for support if required

Thank you for your participation.

IDENTIFYING STRESS IN SELF



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EFFECTS OF STRESS – (extract from HSE Stress Guidance)

The following factors can indicate the effects of work-related stress in the workforce, in terms of:

Reduced work performance resulting in: Reduced output or productivity Reduced efficiency Reduced quality of work Inconsistent standards in decision making Increasing evidence of poor planning Reducing standards of supervision Poor timekeeping Increased number of errors Poor judgement	Poor staff attitudes and behaviour resulting in: Poor commitment levels Low morale Feeling undervalued Loss of motivation towards the job People becoming 'workaholics' High turnover of staff People are less supportive
Poor relationships at work resulting in: Bullying and harassment Increasing industrial relations problems Increasing problems concerning discipline Increasing tension between people within a team Increasing tension between departments Reduced client satisfaction/increased complaints Poor communication	Increasing sickness absence resulting in: Increased overall sickness absence Increased short-term sickness absence Increased accident rates Pressure on team members because of staff shortage or newcomers starting

OBSERVABLE INDICATORS

The following list indicates some of the observable indications of possible stress and mental health problems.

Aggressive behaviour Bullying, harassment Criticism of others Deteriorating employee relations Malicious gossip Shouting Vandalism Physical Signs Breathlessness Hand tremor Nail biting Hair loss Nervous and stumbling speech Rapid weight change Sweating Tiredness and lethargy Regression Arguments Crying	Emotional responses Immature behaviour Irritability and moodiness Over-reaction to problem Personality clashes Sulking Temper Undue sensitivity Withdrawal Absenteeism Arriving Late Avoidance Elusiveness and evasiveness Extended lunches Leaving early Reduced social contact Resignation Work Performance Complaints	Declining and inconsistent performance Increased time at work Indecisiveness Lack of holiday planning and usage Lapses of memory Loss of control over work Loss of motivation and commitment Reference to time pressure Uncharacteristic errors Accidents (home or work) Arriving late, leaving later Decline in appearance and hygiene Inability to relax Increased consumption of alcohol Increased smoking Out of character behaviour Reckless driving
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CLINICAL MANIFESTATIONS

Medical research takes stress seriously because prolonged stress can play a major role in:

Asthma Colitis (inflammation of the bowels) Constipation Coronary thrombosis (heart attack) Depression Diabetes mellitus	Hay fever and allergies Hypertension (high blood pressure) Hyperthyroidism (overactive thyroid gland) Menstrual difficulties Migraine	Nervous dyspepsia (flatulence and indigestion) Peptic ulcers Pruritis (itching) Rheumatoid arthritis Skin disorders Tuberculosis
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SIGNS OF STRESS IN A GROUP

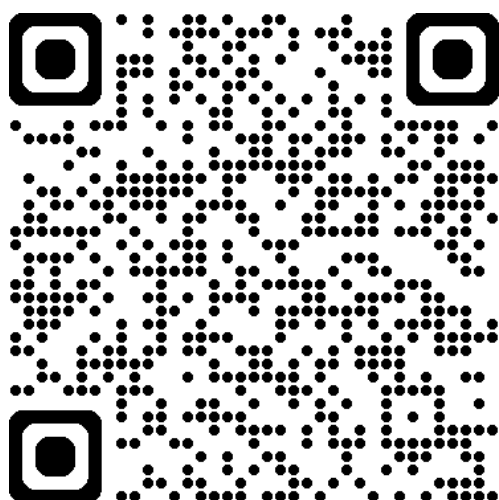
Disputes and disaffection within the group Increase in staff turnover Increase in complaints and grievances Increased sickness absence	Increased reports of stress Difficulty in attracting new staff Poor performance Customer dissatisfaction or complaints
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It is not up to you or managers to diagnose stress; once you have recognised the signs / symptoms you have a duty to signpost colleagues for support. The earlier the intervention the more likely it may prevent long term mental / physical effects developing to a more serious mental health problem.

It is up to you and managers to recognise that behaviours have changed, be aware that something is wrong and take prompt action. Take care not to overreact to small changes in behaviour. You and managers need to act when these behavioural changes continue. Use these symptoms (both individual and group) as clues.

APPENDIX 6 – Sources of Support

Trust Health and Wellbeing resources for Walsall Manor can be found by accessing the QR code below on any phone or device



Health and wellbeing team can be found at the Haven -Level 2 Route 230 You can contact us on 07790981886 or 01922 721172 (ext.6020) or email wht.health.wellbeing@nhs.net

Occupational Health can be contacted on 01922 603060 (internal ext. 3060) email wht.occupational.health@nhs.net

Chaplaincy team – call 01922721172 or email chaplaincy@walsallhealthcare.nhs.net

Freedom to Speak up Guardians - email wht.freedomtospeakup@nhs.net

RWT Key Contacts	
OHWB Department	<p>T: 01902 695450</p> <p>New Cross Hospital: Monday to Friday 8:30am - 4:30pm</p> <p>Closed on Bank Holidays and weekends</p>
FTSU	E: rwh-tr.freedomtospeak@nhs.net
Chaplaincy	<p>T: 01902 695098 or ask a member of staff to page the on call Chaplain via switchboard in an emergency.</p> <p>E: rwh-tr.chaplaincy@nhs.net</p> <p>24 hour / 7 days a week (Contact switchboard for emergency out-of-hours on call service)</p>
Health & Safety	E: rwh-tr.healthandsafetyteam@nhs.net
Health & Wellbeing Info	<p>E: rwh-tr.healthandwellbeing@nhs.net</p> <p>Wellbeing Intranet: http://trustnet.xrwh.nhs.uk/workplace-wellbeing/</p> <p>Wellbeing Webpages: https://www.rwt.nhs.uk/wellbeing/</p>
MHFAiders	Database accessible via http://trustnet.xrwh.nhs.uk/workplace-wellbeing/emotional-mental-wellbeing-home/

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Part A - Document Control

To be completed when submitted to the appropriate committee for consideration/approval

Policy number and Policy version: GHR11 V1	Policy Title Prevention and Management of Stress Policy	Status: Final		Author: Tamsin Radford Head of OHWB Chief Officer Sponsor: Claire Bond People Director Emma Ballinger People Director
Version / Amendment History	Version	Date	Author	Reason
	1.0	August 2025	Tamsin Radford	Group Policy WHT and RWT
Intended Recipients: All staff				
Consultation Group / Role Titles and Date: Group health and Safety team, Deputy Director Assurance, Occupational Health and Wellbeing teams WHT and RWT, Interim Directors of HR WHT / RWT, HR and OD leads WHT (pre Trust PMCG) over 12 months Pat Usher, Staffside Lead WHT Mark Ondrak, Staffside Lead RWT				
Name and date of Trust level group where reviewed	Trust Policy Management Core Group 10.11.25 Trust Policy Group 10.11.25			
Name and date of final approval committee	Trust Policy Management Core Group 10.11.25 Trust Policy Group 10.11.25			
Date of Policy issue	12.12.25			
Review Date and Frequency (standard review frequency is 3 yearly unless otherwise indicated – see section 3.8.1 of Attachment 1)	10.11.29 4 yearly			
Training and Dissemination: In order to support managers to look after themselves and their teams it is a compulsory requirement for managers to complete the management modules on My Academy programme which includes stress management. The Attendance Management training, compulsory for managers, also includes training on Healthy Attendance, with signposting to OHWB resources and the Mental Health resources available for colleagues. The stress risk assessment process will be part of Health and Safety for managers training				
Publishing Requirements: Can this document be published on the Trust's public page: Yes				
To be read in conjunction with: Attendance Management Policy, Flexible Working Policy, Dispute Resolution in the Workplace Policy, Risk Management Strategy				
Initial Equality Impact Assessment(all policies): Completed Yes Full Equality Impactassessment(as required): Completed NA If you require this document in an alternative format e.g., larger print please contact Policy Administrator				