



Putting People 1st

Stress Management Policy

S.15

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This policy document can be produced in various formats, for instance, in larger print or audio-format; and it can also be translated into other languages, as appropriate.

Our equality and diversity policy statement describes our key equality commitments that we use to develop all organisational services; this includes employment services and services to tenants and other customers.

Pineview Housing Association, 5 Rozelle Avenue, Drumchapel, Glasgow. G15 7QR
Tel: 0141 944 3891. Email: mail@pineview.org.uk . Website: www.pineview.org.uk

The Scottish Housing Regulator Reg. No: HAC231; Registered Scottish Charity No: SC038237; FCA Reg. No: 2375R(S); Property Factor Reg. No: PF000151

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1. Introduction

Pineview is committed to reducing and where possible eliminating stress for its employees. The Health and Safety Executive (HSE) defines stress as the adverse reaction people have to excessive pressures or other types of demand placed on them. Stress is not an illness, however it can be a contributory factor to many conditions and can cause both physical and mental illnesses.

Stress can result in poor mental health of employees even if the effects are not severe enough to result in a medical diagnosis. Pineview recognises the need to promote a culture of good mental and physical health in its duty of care under the requirements of the Health and Safety at Work Act etc 1974.

2. Background

Employers have a legal duty to create a safe working environment for their employees. The HSE set Stress Management Standards which focus on six main areas of work design which can affect individual stress levels.

The management standards are:

- Demands
- Support
- Change
- Control
- Role
- Relationships

Full descriptions of the standards and typical behaviours which can be a sign of stress are available from the HSE website

- [Work-related stress and how to manage it - HSE](#).

It is important to distinguish the difference between stress and pressure. In most work situations some pressure is healthy, but stress is when a person experiences too much pressure and the effect of the pressure becomes negative.

3. Policy Aims

This policy aims to:

- Promote a culture of mental and physical wellbeing for all employees
- Increase awareness of stress and what contributes to this
- Provide managers with a clear process to use should an employee report that they are experiencing symptoms of stress whether this is work related or personal
- Provide details of the proactive measures Pineview will implement to help reduce and, where possible, eliminate stress and its causes.

4. Legal Framework

Although there is no specific legislation on stress the following are relevant through case law.

- Health & Safety at Work Act etc 1974
- Management of Health and Safety at Work Regulations 1999
- Equality Act 2010

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6. Definitions

The following are definitions which will be applied in the context of this policy

- **Stress** - the adverse reaction people have to excessive pressure or other types of demand placed on them
- **Proactive measures** - aims to prevent the harm caused by stress by taking action before it occurs
- **Reactive measures** - actions which will respond to any stress related situation to minimise harm once it has occurred and assist in preventing it occurring again.

7. Line Manager Responsibilities

Line managers play a key role in promoting a positive workplace environment. It is vital to the success of a stress policy that managers have a thorough understanding of what stress is, what the causes and early signs are so they can work to reduce this within their teams.

The line manager's responsibilities include:

- Attending stress awareness training
- To be aware of the signs of stress and intervene where necessary
- Promote the organisations culture of a physically and mentally healthy organisation
- To manage employees effectively to minimise them experiencing stress
- To ensure employees within their teams are trained to carry out their duties and provided with development opportunities
- To monitor workload, working hours and holidays of employees within their teams
- Where issues of stress arise, intervene as early as possible
- To ensure that a stress risk assessment is conducted with their staff on a routine basis
- Ensure staff contribute to the organisation's stress questionnaires when necessary
- To take steps to assist employees maintain a state of good mental health e.g. encourage rest breaks, fresh air, and holidays.

8. Employee Responsibilities

- To raise any concerns, they may have regarding stress at the earliest opportunity
- To participate in Pineview's measures to assist in reducing or eliminating stress
- To be aware of the HSE Risk Management standards and the signs of stress
- To raise any concerns, they may have for their colleagues in regard to stress with a manager

9. Managing Stress

9.1 Proactive Measures

To support the organisation's commitment to reduce the risk of stress occurring, Pineview will ensure that the following initiatives are implemented and adopted.

Managers training - all line managers attend stress awareness training and subsequent refreshers at appropriate intervals. Training will also be provided that is supportive of promoting a culture of mental and physical wellbeing across the organisation.

Stress Risk Assessments - stress risk assessments will be carried out among employees on a periodic basis to help inform the team/department risk assessment. This will assist in identifying any 'at risk' areas within the organisation.

Analysing Information - Commitment will be given to review appropriate data e.g. absence, employee concerns, exit questionnaires to help identify areas where stress is or could be a risk.

- **Promoting the Wellbeing of Employees**

The following initiatives will be in place to promote a culture of physical and mental wellbeing:

- ⇒ Provide stress awareness sessions for employees.
- ⇒ Ensure that employees take any allocated breaks.
- ⇒ Manage employee holiday entitlement in order that leave is taken throughout the year at reasonable intervals.
- ⇒ Promote the benefits of physical activity for both physical and mental health.
- ⇒ Ensure that employees are not working excessive hours on a regular and prolonged basis.
- ⇒ Provide opportunities for employees to be active throughout their working day where possible and appropriate.

9.2 Reactive Measures

Stress is a very individualised condition and, as a result, it is unfortunate that even with the above measures being put in place some employees may nonetheless find themselves experiencing a stressful period in their lives. This may be caused by work or personal circumstances, or a combination of both.

- **Managing Individual Stress Concerns**

Pineview will use the process below if an employee raises concerns of stress.

- ⇒ Manager becomes aware that an employee is experiencing stress
- ⇒ The manager should arrange to meet with the staff member within 3 days to discuss the issues.
- ⇒ The line manager will give the employee a stress questionnaire to complete and agrees when the employee should return the questionnaire by. (Appendix 1).
- ⇒ The employee completes the questionnaire and returns this to the line manager.

- ⇒ A second meeting is arranged to discuss the questionnaire, identify ways of managing the issues, and any support or interim arrangements that may assist the employee.
- ⇒ If appropriate the employee may be referred to an occupational health specialist, for counselling or to any other appropriate service.
- ⇒ During this meeting an action plan will be developed to summarise discussions and lay out actions that will be taken by the organisation, line manager and employee.
- ⇒ If the employee is absent as a result of stress the absence will continue to be managed in line with Pineview's absence management procedures, as well as providing the employee with the questionnaire to complete.

If the employee's line manager is a contributing factor to the employee's stress, another appropriate manager e.g. a manager one level above will conduct the meetings.

If it is identified that the stress is being caused by another employee then appropriate investigations may be required in line with EVH grievance procedures detailed in terms and conditions of employment.

If through discussions with an employee a line manager becomes aware of a stress risk they will raise this in the appropriate way to ensure it is addressed at an organisational level. This will be done while maintaining the employee's confidentiality.

- **Occupational Health**

If deemed appropriate an employee may be referred to an occupational health specialist to help identify any actions that could be taken to assist the employee.

- **Counselling Service**

The details of the service available to employees are displayed on the notice boards or WCs throughout the office. Alternatively details can be sought from the employee's line manager.

10. General Data Protection Regulations

Pineview will ensure that employees experiencing stress are dealt with sensitively and in confidence

The organisation will treat your personal data in line with our obligations under the current data protection regulations and our own Data Protection Policy. Information regarding how your data will be used and the basis for processing your data is provided in [Pineview's Employee Transparency Statement](#).

This policy does not form part of your contract of employment, therefore may be updated or withdrawn at any time. If this happens it will be communicated to you accordingly

11. Additional Sources of Information

Stress Management Support Directory (Glasgow / Scotland)

The following organisations provide information, advice, counselling, emotional support, workplace wellbeing guidance, and practical assistance for employees experiencing stress, anxiety, or other mental health concerns.

- **Health and Safety Executive (HSE)**

Work-related Stress Guidance

Provides guidance for employers and employees on managing workplace stress, conducting stress risk assessments, and promoting positive mental health at work.

[[hse.gov.uk](https://www.hse.gov.uk)], [[hse.gov.uk](https://www.hse.gov.uk)]

Website: <https://www.hse.gov.uk/stress/>

- **Mind**

Workplace Mental Health Information

Provides practical advice on coping with stress, maintaining wellbeing at work, supporting colleagues, and understanding common mental health issues.

Website: <https://www.mind.org.uk/information-support/tips-for-everyday-living/workplace-mental-health/work-and-stress/>

- **Healthy Working Lives**

Workplace Health, Safety and Wellbeing Support

A Public Health Scotland service providing free resources, guidance, training, and support to help employers and employees create healthy workplaces and manage work-related health issues. [[healthywor...lives.scot](https://healthyworkinglives.scot)], [[hse.gov.uk](https://www.hse.gov.uk)]

Website: <https://healthyworkinglives.scot>

- **Working Health Services Scotland**

Health Support Affecting Work

Provides confidential support for employees and the self-employed whose health is impacting their ability to work. Services may include counselling, occupational therapy, physiotherapy and case management support. [[healthywor...lives.scot](https://healthyworkinglives.scot)]

Website: <https://healthyworkinglives.scot/keeping-people-in-work/access-to-working-health-services-scotland/>

- **SAMH (Scottish Action for Mental Health)**

Mental Health Information and Support

Scotland's national mental health charity, providing information, support services, wellbeing resources, and guidance on maintaining good mental health. [samh.org.uk], [samh.org.uk]

Telephone: 0141 530 1000

Email: info@samh.org.uk

Website: <https://www.samh.org.uk>

- **NHS Inform**

Mental Wellbeing and Stress Support

Offers self-help advice, wellbeing resources, stress management information, relaxation techniques and guidance on accessing appropriate support services. [nhsinform.scot], [nhsinform.scot]

Telephone: 0800 22 44 88

Website: <https://www.nhsinform.scot>

Five Steps to Mental Wellbeing <https://www.nhsinform.scot/healthy-living/mental-wellbeing/five-steps-to-mental-wellbeing>

- **Breathing Space**

Confidential Emotional Support Service

A free and confidential service for anyone experiencing stress, anxiety, low mood, depression or emotional distress. Provides telephone and web-based support.

[\[breathingspace.scot\]](https://breathingspace.scot)

Telephone: 0800 83 85 87

Website: <https://breathingspace.scot>

- **Samaritans**

24-Hour Emotional Support

Provides confidential emotional support for anyone who is struggling to cope, feeling distressed, or in need of someone to talk to.

Telephone: 116 123 (Free, 24 hours a day)

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

- **COPE Scotland**

Mental Wellbeing Resources

Provides self-help information, wellbeing resources, stress management materials, videos, and downloadable guides to support personal wellbeing and resilience. Direct one-to-one services are no longer offered. [\[cope-scotland.org\]](https://cope-scotland.org), [\[glasgowhelps.org\]](https://glasgowhelps.org)

Website: <https://www.cope-scotland.org>

- **Employee Counselling Service - Rowan Consultancy**

Confidential Counselling Support

Provides professional counselling support for employees experiencing personal or work-related difficulties, stress, anxiety, relationship concerns, bereavement, and other wellbeing issues. Counselling can be accessed confidentially through employer arrangements. [\[rowan-cons...ancy.co.uk\]](https://rowan-consultancy.co.uk), [\[Rowan Consultancy\]](https://rowan-consultancy.co.uk)

Telephone: 01738 562 005

Website: <https://www.rowan-consultancy.co.uk>

- **Employers in Voluntary Housing (EVH)**

HR, Wellbeing and Occupational Support

Provides guidance and support to member organisations on employment matters, workplace wellbeing, HR issues, and occupational health initiatives. [\[evh.org.uk\]](https://evh.org.uk), [\[Home - EVH\]](https://evh.org.uk)

Telephone: 0141 352 7435

Email: enquiries@evh.org.uk

Website: <https://www.evh.org.uk>

- **ACS Learning & Consultancy**

Health, Safety and Wellbeing Advice

Provides health, safety and wellbeing consultancy services, including workplace wellbeing support, mental health training and risk management advice. [\[acsrisk.com\]](https://acsrisk.com), [\[acsrisk.com\]](https://acsrisk.com)

Telephone: 0141 427 5171

Email: info@acsrisk.com

Website: <https://www.acsrisk.com>

- **Emergency Support**

Employees in immediate distress or experiencing a mental health crisis should:

- Contact **999** if there is an immediate risk to life.
- Attend their nearest Accident & Emergency Department.
- Contact **NHS 24** on **111** for urgent healthcare advice.
- Contact **Samaritans** on **116 123** for confidential emotional support at any time.

This directory provides information only and does not replace professional medical advice, diagnosis, or treatment. Employees should contact their GP or an appropriate healthcare professional where stress or mental health concerns are affecting their health or ability to work.