

**Stress
Management
in the
Events Industry**

What we'll cover

- What is Stress?
- Impact of Stress
- Inclusion of Stress in Event Risk Assessments
- Useful resources



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Stress? No problem!

True or False?

- 9.9 million working days lost due to work-related stress, depression or anxiety in 2018/19
FALSE - 12.8 million
- The number of workers sustaining a non-fatal injury in 2018/19 was equal to the number of work-related stress, depression or anxiety cases in 2018/19
TRUE – Both 0.6 million
- Annual costs of workplace injury in 2017/18 were double that for work-related ill health
FALSE - Workplace injury £5.2 billion, work-related ill health £8.8 billion

Unit 1: What is Stress?

- Common Causes of Stress
- Pressure vs. Stress
- Stress Performance Curve



What is Stress?

“The adverse reaction people have to excessive pressures or other types of demand placed on them at work.”
(HSE)

“Stress is our body’s response to pressures from a situation or life event.”
(Mental Health Foundation)

“Stress, either physiological or biological, is an organism's response to a stressor such as an environmental condition.”
(Wikipedia)

“Stress is the feeling of being under too much mental or emotional pressure. Pressure turns into stress when you feel unable to cope.”
(NHS)

Common Causes of Stress

- Time restrictions
- Public speaking
- Exams/tests
- Health/illness
- Relationships
- Divorce
- Moving house
- Job loss
- Bereavement
- Retirement

Pressure vs. Stress

- Pressure is an inherent part of work
- Pressure does not necessarily lead to stress
- In many situations pressure results in a positive performance



Stress Performance Curve



Unit 2: Impact of Stress

- Negative effects of Stress on Individuals
- Negative effects of Stress on work performance
- Impact on employer

Negative effects of stress on individuals

	Physical	Psychological	Behavioural
Short term	Sweating. Fast heart beat. Increased blood pressure. Skin rashes/reddening. Muscle tension. Headaches.	Lack of concentration. Poor memory. Low self esteem. Irritability. Withdrawal.	Changes in eating habits. Increased use of alcohol and/or drugs. Sleeping problems. Aggression.
Long term	High blood pressure. Heart disease. Eczema. Chronic back pain. Irritable bowel syndrome.	Anxiety. Depression. Bipolar disorder.	Eating disorders. Drug and/or alcohol addiction.

Negative effects of stress on work performance

- Reduced/inconsistent performance
- Lack of concentration
- Poor decision-making
- Lateness and/or regular periods of absenteeism
- Loss of commitment and motivation

Impact on employer

- Increase in mistakes/accidents
- Poor relationships and conflict
- Legal action
- Recruitment and retention costs
- Increased pressure on other team members
- Loss of skilled employee- loss of knowledge and experience- jeopardy of event?

Case study: Dickins v O2 Plc

O2 PAY £110,000 TO STRESSED WORKER

In a hearing at the Court of Appeal, telecoms giant O2 has been ordered to pay damages of nearly £110,000 to an accountant who suffered ill-health due to excessive working hours and demanding workload. Susan Dickins, had warned managers that she couldn't cope and was 'at the end of her tether'. The court heard that Dickins had been a conscientious, hard working and reliable employee who had mentioned difficulties over a period of time, as such the warning signs were evident 'yet managers did nothing of substance about it'.

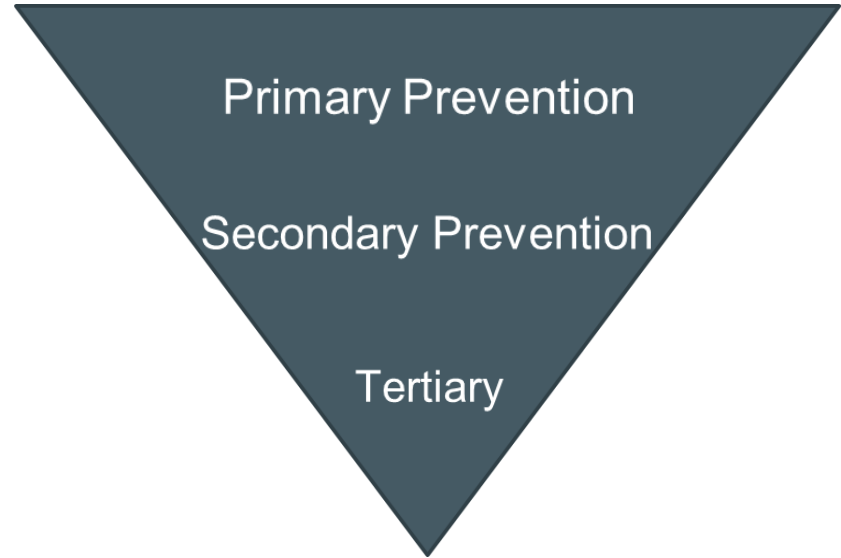
She had raised issues in appraisals and had asked for a sabbatical from work so that she

could recover. Managers had not referred Dickins to Occupational Health for specialist help, nor provided her with time away from work to recover from exhaustion. Passing judgement Lady Justice Smith said 'Ms Dickins told her employer that she needed help with her work and no help was provided, she asked for a less stressful job and was told to hold on for 3 months. She tipped over the edge because nothing significant was done to address her need for a rest and to change her work requirements'. Dickins was awarded £109,754 in damages.

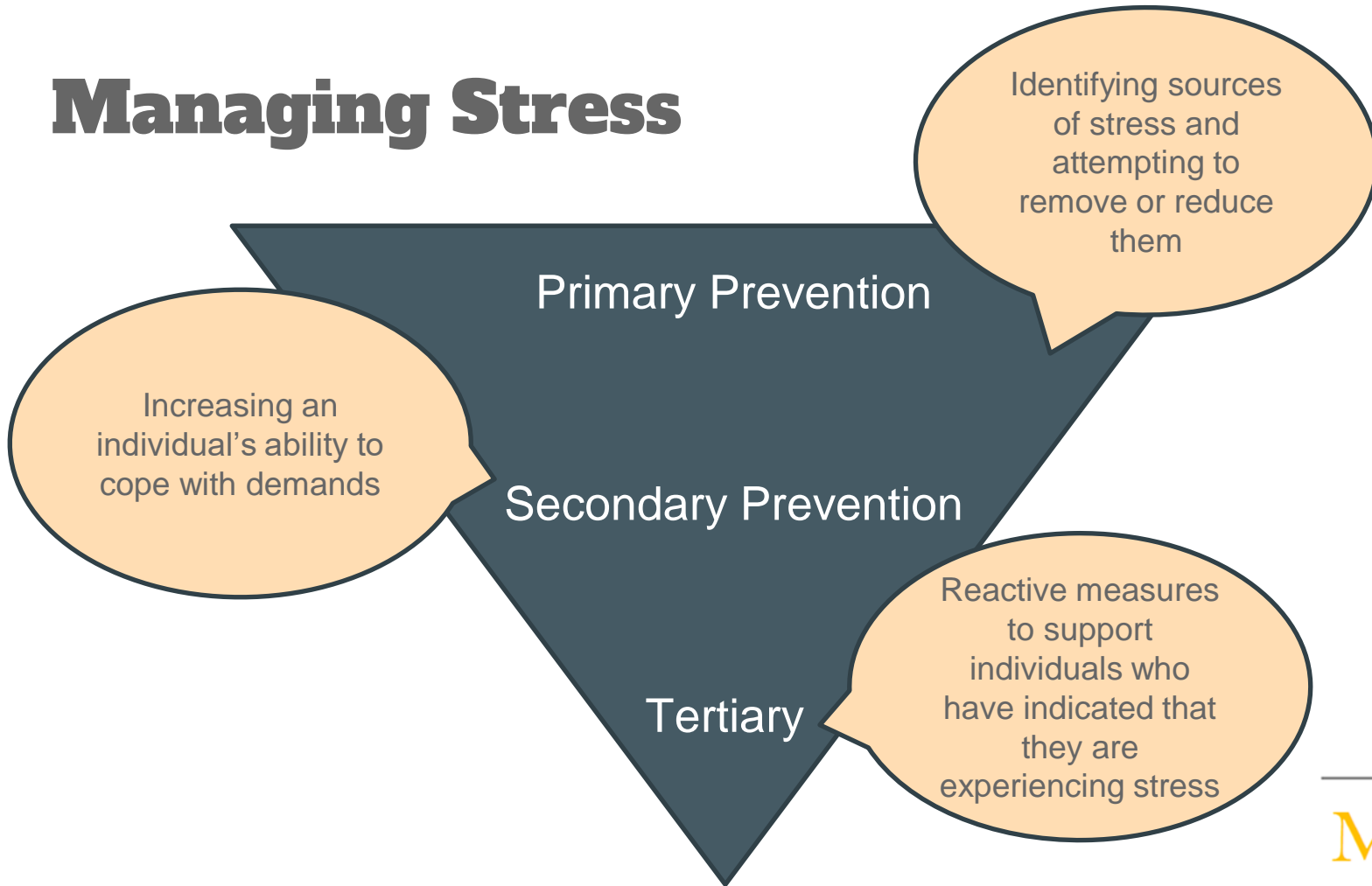
Ref – *Dickins v O2 Plc* [2008] EWCA Civ 1144

Unit 3: Inclusion of Stress in Event Risk Assessments

- HSE's Management Standards
- Secondary Prevention
- Tertiary Provision of Support
- HSE position on Stress



Managing Stress



Inclusion of stress in risk assessments

- No specific health and safety legislation relating solely to stress in the workplace
- Health and Safety at Work Act (1974) and the Management of Health and Safety at Work Regulations (1999) places duties on employers to:
 - Ensure the **health**, safety and **welfare** of all employees so far as is reasonably practicable
 - Carry out **risk assessments** relating to the risks to **health**
 - Identify and implement **control measures**
- Therefore stress should be included in the risk assessment

HSE's Management Standards

- **Demands** - e.g. workload, deadlines, pace etc. should be reasonable and where possible set with workers
- **Control** - employees should be given as much control over their work as possible
- **Support** - employees should be provided with appropriate information, instruction and training

HSE's Management Standards

- **Relationships** - organisations should have clear policies concerning acceptable standards of behaviour in the workplace
- **Role** - organisations should be clear about what an individual's role is
- **Change** – organisations should ensure any changes are carefully planned

Secondary Prevention

- Increasing an individual's ability to cope with demands

TRAINING

- Effective job training
- Time management
- Assertiveness training

AWARENESS

- Activities e.g. yoga, meditation
- Campaigns
- Team building events

Tertiary Provision of Support

- Reactive measures to support individuals who have indicated that they are experiencing stress e.g.
 - Occupational Health Support
 - Counselling/Cognitive Behavioural Therapy (CBT)
 - Employee Assistance Programme (EAP)
 - Mental Health First Aid

HSE position on Stress

- The HSE will consider investigating concerns about Work-Related Stress (WRS) where there is evidence that a number of staff are currently experiencing WRS
- The HSE will not normally investigate concerns solely related to individual cases of bullying or harassment, but may consider this if there is evidence of a wider organisational failing
- The same investigation criteria will be applied by local authorities
- Not reportable under RIDDOR

Unit 4: Useful Resources

- HSE website
- Thriving at Work Report (2017)
- Event Industry Guidance

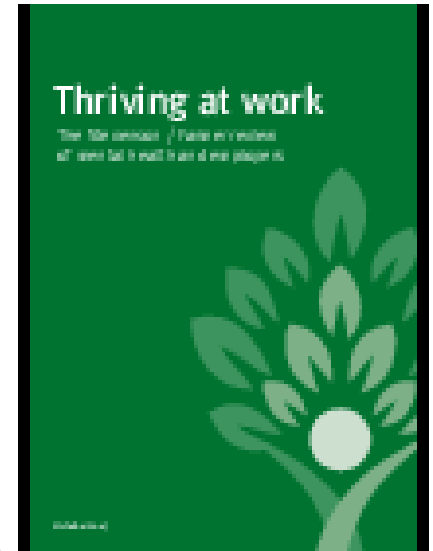
HSE Website

- <https://www.hse.gov.uk/stress/index.htm>
- Tackling work-related stress using the Management Standards approach: A step-by-step workbook
- Example risk assessments on work-related stress
- Working together to reduce stress at work: A guide for employees
- Example stress policy



Thriving at Work (2017)

- An independent review of how employers can better support the mental health of their employees, including those with existing mental health problems
- The report sets out “mental health core standards”:
 - Produce, implement and communicate a mental health at work plan
 - Develop mental health awareness among employees
 - Encourage open conversations about mental health and the support available when employees are struggling
 - Provide employees with good working conditions and ensure they have a work life balance and opportunities for development
 - Promote effective people management through line managers and supervisors
 - Routinely monitor employee mental health and wellbeing



Events Industry Resources

- UK National Arts Wellbeing Collective (NWAC)
- AEO/AEV/ESSA- heads up



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Promoting positive mental health in the events industry during these unprecedented times



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What has become exceptionally clear since the UK effectively went into lockdown on Monday 23rd March 2020 is that mental health wellbeing is now being considered on a par with that of physical health. The first week of lockdown saw numerous organisations including [mind](#), the [NHS](#) and [PHE](#) outlining tips for promoting positive mental health during the coronavirus outbreak. A common theme is maintaining social interaction, whilst sustaining the need for social distancing. The event profession is by its very nature based on social interactions. We, as the event industry, have the potential to be adversely impacted by the implications of social distancing. However, our industry is also incredibly solution focused as the current conversion of event venues across the UK to temporary Nightingale hospital locations demonstrates.

Mayday

**We are a people industry
they are our most
valuable asset**

**we need to take care of
them and encourage them
to take care of themselves**

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