

HUMAN RESOURCES POLICY

PROMOTING MENTAL HEALTH & WELLBEING AT WORK

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Policy Validity Statement

This policy is due for review on the latest date shown above. After this date, policy and process documents may become invalid. Policy users should ensure they are consulting the currently valid version of the documentation.

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1. Policy Statement

- 1.1. Promoting Mental Health and Wellbeing at work is central to delivering Government policy and commitment to improving the health and wellbeing of the workforce. The CCG recognises that good mental health and wellbeing are associated with improved outcomes for individuals including longevity, physical health, employment status and productivity. It also recognises the importance of maintaining and improving the mental health and wellbeing of its employees and is committed to implementing measures which encourage a healthy workforce.
- 1.2. The organisation acknowledges that certain working conditions and practices can negatively affect employees' mental wellbeing, including aspects of work organisation, management, environmental and social conditions that have the potential for psychological as well as physical harm. The CCG recognises the importance of identifying and reducing potential stressors in the work environment as far as possible. The aim of this policy therefore is to provide a framework from which the organisation can support employees in the maintenance of their mental health and psychological wellbeing at work.
- 1.3. This policy has been written to provide guidance for managers and staff, and it is intended that the information be used by managers to develop a positive culture of good mental health and psychological wellbeing in the workplace. The policy has been developed in conjunction with Health & Safety and Occupational Health.

2. Principles

2.1. Definitions

- 2.1.1. The World Health Organisation defines Mental Health as: "a state of well-being in which an individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and is able to make a contribution to his or her community". Mental health problems can range from mild distress arising from, for example, relatively short-lived life events through to severe illness of a longer-term duration. The more common problems include anxiety, depression and other stress related disorders. Any increase in stress levels can cause problems with working relationships and work performance.
- 2.1.2. Stress is a term that can mean different things to different people. The Health and Safety Executive (HSE) definition of stress is "*the adverse reaction people have to excessive pressure or other types of demand placed on them*". There is a clear distinction between pressure, which can be positive if managed correctly and stress which can be detrimental to health.
- 2.1.3. The HSE provide a definition of positive stress which identifies that a certain level of pressure and challenge at work can actually optimise performance, it is therefore important to note that its occurrence is not always a negative factor. However, the CCG is aware that for some people, demands placed upon them may impact on their ability to work effectively. The experience of undue pressure can lead to stress, which may impact on their psychological wellbeing.

- 2.1.4. A person's mental health and psychological wellbeing can be affected by factors in the workplace as well as outside of it and often stress caused by work will impact on a person's outside life, and vice versa. The World Health Organisation defines Wellbeing as: "**a positive state of mind and body, feeling safe and able to cope, with a sense of connection of people, communities and the wider environment**".
- 2.1.5. Guidance from the HSE identifies that everyone is individual and what one person finds stressful, another will consider a challenge. A person's coping ability may be affected by various factors including the occurrence of negative life events as well as their own personality traits and level of social support available.

2.2. Aim

This policy aims to reflect the Health and Safety Executive Management Standards for Work Related Stress 2004 (see section 3.1).

- 2.2.1. The CCG recognises and accepts its responsibility as an employer to provide a safe and healthy working environment, for all its employees as required by the Health and Safety at Work Act 1974. The reference to health in the Act applies to both the physical and psychological wellbeing of employees.
- 2.2.2. Causes of stress in the workplace are a health and safety issue, the Management of Health and Safety at Work Regulations (1999) imposes specific legal duties on employers, one of which is to assess health and safety risks to employees and to identify control measures to reduce risks, including stress.
- 2.2.3. The CCG is committed to promoting the mental health and psychological wellbeing of its staff. It is the responsibility of the organisation to minimise as far as possible those risks to mental health which arise from a person's work and to support those who are experiencing psychological problems as a result of work related issues.
- 2.2.4. Individuals also need to take responsibility for promoting their own general health and wellbeing in the workplace.
- 2.2.5. Research has shown the links between high levels of stress and errors, but also that interventions exist to lower both, (HSE Research Report 488, 2006).
- 2.2.6. The CCG recognises that by promoting positive mental health in staff, this will improve the quality of employees working lives but also the quality of their work. The overall effectiveness of the organisation should also be improved by reducing the costs associated with mental health related sickness absence in employees, high levels of staff turnover and complaints from service users.

2.3. Strategies

2.3.1. The HSE has identified that there are 3 levels of intervention that can be applied to managing stress and enhancing psychological wellbeing at work:

- a) Identifying and removing potential sources of stress in the workplace (*Primary*)
- b) Helping individuals to develop coping strategies for dealing with stress (*Secondary*)
- c) Treating and supporting those members of staff who are already experiencing symptoms of psychological wellbeing difficulties (*Tertiary*)

2.3.2. The main emphasis should be on developing strategies to prevent stress, i.e. primary prevention.

2.3.3 The CCG expects that managers will be able to undertake risk assessments and understand how this applies to psychological wellbeing at work.

2.3.4 The CCG will provide training in psychological wellbeing for appropriate groups of staff.

2.3.5 There are certain stressors within the workplace which are difficult to prevent or avoid, for example, exposure to a traumatic incident. The aim is to minimise any stress-related symptoms that may develop.

2.3.6 When individuals are identified as having psychological difficulties, every effort will be made to support them by the organisation and through the Occupational Health services or to sign post them to other available services. Occupational Health can advise on the most appropriate course of action.

2.3.7 It is essential that managers who become aware that an individual is experiencing psychological difficulties know what steps they can take in order to support them through the process of identifying sources of help.

2.3.8 All members of staff have a responsibility to take appropriate action should colleagues appear to be struggling with their workload. Please refer to Appendix 5.

3. Identifying and Reducing Stress in the Workplace

3.1 The HSE Management Standards on Stress focus on six areas which can impact on workplace stress and which should form the basis of a risk assessment.

Demand	– being able to cope with the demands of the job
Control	– having an adequate say over how work is done
Support	– having adequate support from colleagues and superiors
Roles	– understanding roles and responsibilities
Relationships	– not being subjected to unacceptable behaviours
Change	– being involved in any organisation changes

3.2 The following can be sources of stress arising from work, this is however not an exhaustive list:

- Relationships
- Dynamics within teams
- Lack of Training
- Not meeting the expected competencies for the role
- Boring or repetitive work, or too little to do
- Too much to do, in too little time
- Lack of training for the job
- Confusing organisational/reporting structures
- Lack of control over work activities
- Poor communication
- Conflicting demands
- Bullying/harassment
- Lack of support
- Poor working conditions, for example: poor lighting or temperature control, poor equipment and workstations, poor facilities for rest breaks etc.

3.3 Risk Assessments

3.3.1 Risk Assessments are an important tool in stress prevention. In line with this best practice an organisation wide stress risk audit using the HSE Management Standards Indicator tool will be carried out and the results used to target areas for improvement across the organisation.

3.3.2 This organisational stress audit will be complemented by an ongoing rolling programme of departmental stress risk assessments using the HSE Management standards indicator tool (Appendix 1). This will further identify specific areas for improvement in individual departments and teams, so that appropriate strategies can be implemented to minimise risks in these areas. Copies of these risk assessments will be held in the risk assessment file on each department. The Health and Safety department will review these risk assessments to ensure they are current.

3.3.3 The work/life risk assessment (Appendix 3) will be used in partnership by managers and staff where individual issues with work related stress have been identified. Copies of these individual work/life risk assessments will be forwarded to the Occupational Health department to be saved in the individuals occupational health records. This central storage will enable Occupational Health to monitor these risk assessments.

3.3.4 The CCG is committed to undertaking stress audits to assist in the process of managing stress at work. The management of stress at work shall be facilitated through various mechanisms including appropriate committee/groups of the CCG.

3.4 Prevention

3.4.1 The CCG is committed to looking at ways to prevent stress in the workplace.

3.4.2 Preventative work may involve the following where appropriate:

- Undertake risk assessment
- Work within the organisation to improve communication and consultation
- Empowering individuals to increase control over their work wherever possible
- Introducing strategies to help staff to manage their workload
- Stress management training to help staff to recognise and manage their own stress
- Training to enable managers to recognise and manage stress and psychological problems in individuals and teams.

3.5 Support and Rehabilitation

3.5.1 The CCG is committed to ensuring that staff who are experiencing psychological difficulties are treated in a sensitive and supportive manner.

3.5.2 There are various ways in which an individual or group of employees can be helped once it is identified that they are experiencing difficulties. Employees may want to access occupational health services, which can offer counselling and psychological support, others may decide to engage in help and support from outside the organisation. Appendix 4 provides details of agencies that provide help and support.

3.5.3 The CCG is also committed to working with employees to support them back into the workplace.

4. Responsibilities

4.1 All employees have responsibilities under this policy, to ensure that they are aware of what their responsibilities are.

4.2 The CCG will:

- 4.2.1 Recognise and accept its responsibility and “duty of care” as an employer to ensure the health, safety and welfare of all its employees as required by the Health and Safety at Work Act 1974.
- 4.2.2 Ensure that the Management of Health and Safety at Work Regulations 1999 are adhered to and that current risk management techniques are employed.
- 4.2.3 Under the Equality Act 2010 ensure that procedures are in place to prevent discrimination against those with a known mental illness and to make reasonable adjustments as far as is practicable.
- 4.2.4 Carry out an organisation wide stress risk audit. This will be a rolling programme of departmental stress risk assessments using the Health and Safety executive Management standards indicator tool (Appendix 1).
- 4.2.5 Work in collaboration with its managers, leaders and employees in response to the stress risk assessments to implement measures which reduce stress and promote the mental health and wellbeing of the workforce.
- 4.2.6 Promote the mental health and wellbeing of all employees by developing policies and practices, and by providing training which enables employees to look after their mental health and wellbeing.
- 4.2.7 Provide training and support to managers/ supervisors to allow them to develop the skills required to promote the mental health and wellbeing of employees and to deal with issues around mental health and work related stress.
- 4.2.8 Senior management will ensure that staff performing a management or supervisory function have sufficient competence to discharge that function in a manner consistent with the maintenance of mental health in the workplace.

4.3 Managers will:

- 4.3.1 Participate in a rolling programme of department stress risk assessments using the Health and Safety executive Management standards indicator tool (Appendix 1).
- 4.3.2 Be responsible for ensuring the departmental risk assessment is stored in the relevant shared area for the department, and made available to the Health and Safety department for monitoring purposes.
- 4.3.3 Give regular positive feedback to staff in team meetings, one to ones. These can be either weekly or monthly and is dependent on service need and agreement with employees.

- 4.3.4 Use appropriate processes and systems to undertake the relevant risk assessment (Appendix 2) to identify and manage factors which may result in work related stress, including elimination/reduction of these factors as far as is reasonably practicable. This can be undertaken as a component of the return to work process following sickness absence or at a time when it is identified that an employee may be experiencing stressors affecting work place performance.
- 4.3.5 Promote a culture of open communication between management and staff, i.e. via team meetings, one to ones, particularly where there are ongoing organisational and procedural changes affecting employees, to encourage staff to share concerns about work related stress.
- 4.3.6 Promote effective team working, including dealing with any issues regarding bullying/harassment and also encourage team members to support each other.
- 4.3.7 Ensure employees are fully informed, instructed and trained to undertake their duties and responsibilities; and when appropriate, review employees work distribution to ensure individuals are managing work demands.
- 4.3.8 Encourage participation in decision making and problem solving and give staff ownership in how they do their work wherever possible.
- 4.3.9 Ensure employees are provided with appropriate developmental opportunities, through implementation of the appraisal system.
- 4.3.10 Ensure all employees, including all levels of management, attend appropriate Mental Health and Wellbeing training.
- 4.3.11 Conduct, discuss and implement recommendations following completion of work/life risk assessment with employee where appropriate.
- 4.3.12 Support employees in accordance with the management of sickness absence policy, and attend training regarding this.
- 4.3.13 Support employees when they become aware that they are experiencing any life stressors e.g. bereavement, childcare etc. in accordance with CCG policies. When a problem is identified it should be addressed as soon as practicable and in a sensitive, supportive manner.
- 4.3.14 Monitor working hours, overtime and performance targets to ensure that employees are not overworking and ensure that employees are taking their allocated breaks and annual leave entitlement.
- 4.3.15 Offer clear leadership, being available for formal as well as informal discussion.
- 4.3.16 Ensure they are aware of the information provided in Appendices 1&2.

4.4 Occupational Health as part of the contract will:

- 4.4.1 Provide confidential advice to employees and managers on mental health, wellbeing and stress related issues.

- 4.4.2 Support individuals where necessary to maintain their mental health and wellbeing and advise the employee and their manager on a planned return to work and/or reasonable adjustments as appropriate.
- 4.4.3 Provide advice and information on sources of support and refer individuals to workplace counsellors or specialist agencies as required.
- 4.4.4 Give specialist advice to Human Resources, Health and Safety, managers and employees in relation to individual cases.

4.5 The relevant Director of the CCG will:

- 4.5.1 Support managers in implementing and completing the departmental stress risk assessment (Appendix 1).
- 4.5.2 Monitor the ongoing rolling programme of departmental stress risk assessments to ensure these are reviewed and updated as required.
- 4.5.3 Facilitate training and support managers in implementing and completing work/life risk assessments.
- 4.5.4 Gain specialist advice from the Senior Governance Manager (H&S) at NECS where necessary.

4.6 Human Resources will:

- 4.6.1 Give guidance to managers on the management of sickness absence.
- 4.6.2 Advise on individual employee sickness absence which relates to mental health problems including stress-related illness.
- 4.6.3 Provide continuing support to managers, ensuring best practice in the management of mental health and wellbeing.
- 4.6.4 Give specialist HR advice to managers in conjunction with Occupational Health in relation to individual cases, including return to work arrangements.

4.7 Employees will:

- 4.7.1 Act in accordance with their responsibility under the Health and Safety at Work Act 1974 to maintain their own health and safety at work and that of others and understand that reducing stress at work is everyone's responsibility. Further support guidance on steps employees can undertake to reduce work life stressors can be found in Appendices 4, 5 and 6.
- 4.7.2 Attend training courses including those related to stress management and psychological wellbeing.
- 4.7.3 Discuss with their manager and/or seek advice and support from the Health and Safety Department or HR around any factors in the workplace which are affecting their mental health and wellbeing.

- 4.7.4 Report any illness which they feel may be caused or exacerbated by work to their manager and/or seek advice and support from Occupational Health Department and/or Accredited staff side representative.
- 4.7.5 Discuss and agree support mechanisms that are appropriate with their manager and/or Occupational Health Department/Accredited staff side representative.
- 4.7.6 Consider opportunities for counselling and psychological therapy if recommended.
- 4.7.7 Participate in the completion of work/life risk assessment with line manager as appropriate, and follow agreed recommendations.
- 4.7.8 Participate in Wellbeing activities which promote a healthy diet and lifestyle as far as is reasonably practicable.

4.8 Trade Unions will:

- 4.8.1 Work with managers, Occupational Health and Health and Safety or HR at NECS in improving the mental health and wellbeing of staff as far as is reasonably practicable.
- 4.8.2 Provide advice and support where applicable to individual members.
- 4.8.3 Consult with members on the issues of mental health, wellbeing and work related stress whilst analysing the content and impact of staff surveys and inspections.
- 4.8.4 Be expected to attend relevant formal CCG Committee's and working groups to support staff and represent the interests of members.

5. Equality

- 5.1 In applying this policy, the organisation will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity and provide for good relations between people of diverse groups, in particular on the grounds of the characteristics protected by the Equality Act (2010): age; disability; gender; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sexual orientation, in addition to offending background, trade union membership or any other personal characteristic.

6. Monitoring & Review

- 6.1 The policy and procedure will be reviewed periodically by Human Resources in conjunction with Health and Safety, operational managers and Trade Unions. Where review is necessary due to legislative change, this will happen immediately.
- 6.2 The CCG will monitor the implementation and effectiveness of this policy and provide updates to the appropriate committee/groups in the CCG.

7. Associated Documents

7.1 Other policies relevant to staff psychological wellbeing are:

- Appraisal Policy
- Absence Management Policy
- Health and Safety Policy
- Flexible Working Policy
- Lone Worker Policy
- Other Leave Policy
- Harassment and Bullying Policy
- Disciplinary Policy
- Grievance Policy
- Change Management Policy
- Whistleblowing Policy
- Equality and Diversity Policy
- HSE Management Standards for Work-related Stress
- Health and Safety at Work Act 1974
- Management of Health and Safety at Work Regulations 1999



**HSE MANAGEMENT STANDARDS
INDICATOR TOOL**

Instructions: It is recognised that working conditions affect worker well-being. Your responses to the questions below will help us determine our working conditions now, and enable us to monitor future improvements. In order for us to compare the current situation with past or future situations, it is important that your responses reflect your work in the last six months.

1	I am clear what is expected of me at work	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
2	I can decide when to take a break	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
3	Different groups at work demand things from me that are hard to combine	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
4	I know how to go about getting my job done	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
5	I am subject to personal harassment in the form of unkind words or behaviour	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
6	I have unachievable deadlines	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
7	If work gets difficult, my colleagues will help me	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
8	I am given supportive feedback on the work I do	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
9	I have to work very intensively	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
10	I have a say in my own work speed	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
11	I am clear what my duties and responsibilities are	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
12	I have to neglect some tasks because I have too much to do	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
13	I am clear about the goals and objectives for my department	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
14	There is friction or anger between colleagues	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
15	I have a choice in deciding how I do my work	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
16	I am unable to take sufficient breaks	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
17	I understand how my work fits into the overall aim of the organisation	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
18	I am pressured to work long hours	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
19	I have a choice in deciding what I do at work	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5

20	I have to work very fast	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
21	I am subject to bullying at work	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
22	I have unrealistic time pressures	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
23	I can rely on my line manager to help me out with a work problem	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
24	I get help and support I need from colleagues	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
25	I have some say over the way I work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
26	I have sufficient opportunities to question managers about change at work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
27	I receive the respect at work I deserve from my colleagues	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
28	Staff are always consulted about change at work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
29	I can talk to my line manager about something that has upset or annoyed me about work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
30	My working time can be flexible	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
31	My colleagues are willing to listen to my work-related problems	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
32	When changes are made at work, I am clear how they will work out in practice	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
33	I am supported through emotionally demanding work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
34	Relationships at work are strained	Strongly disagree <input type="checkbox"/> 5	Disagree <input type="checkbox"/> 4	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 2	Strongly agree <input type="checkbox"/> 1
35	My line manager encourages me at work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5

Thank you for completing the questionnaire.

Appendix 2 Work /Life Risk Assessment Guidance for Managers

Much of the guidance amounts to good management practice. However, the advantage of adopting a risk based system for assessing Work / Life Balance is that this is a proactive approach aimed at preventing/reducing stress.

The Risk Assessment should be a guide for Managers. A Risk Assessment should be undertaken for each individual where an issue with work related stress has been identified.

The 5 steps to Risk Assessment are:

- Identify the hazards
- Decide who might be harmed and how
- Evaluate the risk and take action
- Record your findings
- Review and monitor your assessment over time

Identify the hazards

The key work related factors with potential to cause stress in an organisation are:

- Demands of the job
- Job Role
- Control of work environment
- Relationships within the workplace
- Change
- Support & Organisational Culture
- Outside Influences

The HSE has issued guidance on <http://www.hse.gov.uk/stress/standards> employers should achieve in order to minimise work related stress in each of these areas of stressors.

Identify who might be at greatest risk

Some members of staff will be more vulnerable to developing Work / Life stress than others. In particular those who:

- Have a history of significant or physical health problems
- Have been absent from work due to work-related stress or difficulties with coping in the past
- Have personal difficulties which may be unrelated to work
- Are inexperienced in their role
- May have personality traits which tend towards over work

Record your findings

If your Risk Assessment has identified areas of concern and you have taken steps to develop some solutions, it is important that you:

- Record these and how you identified them
- Agree realistic timescales with your member of staff
- Share your plans with them
- Decide how you are going to review the results

The best method of achieving this is to review at regular intervals, these can be negotiated with the employee e.g. weekly/monthly.

An action plan is a key part of your Risk Assessment and should at least include the following:

- What the problem is
- How the problem was identified
- What you are going to do in response
- How you arrived at this solution
- Some key milestones and dates for them to be reached
- A commitment to provide feedback to employees on progress
- A date for reviewing against the plan

Review your assessment and revise where necessary:

- Follow up changes you make to ensure that they're having the effect you intended
- You might consider a follow up survey using the <http://www.hse.gov.uk/stress/standards/pdfs/indicatortool.pdf> to measure progress since last assessment
- Review what you've done when you make changes in the workplace (e.g. organisational change, new equipment, work systems or processes)
- Review the assessment if changes have occurred
- Review the assessment at regular intervals

Appendix 3 Work /Life Risk Assessment

Name of

Employee.....Job:.....

Name of Assessor/Signature:.....Date:.....Review Date:

Factors to consider	No	Yes	Action Point (If yes, please tick relevant box requiring action) (See assessment guidance)	Initials for Action	Timescale
A. DEMANDS OF THE JOB					
Is there: - Too little time for task - Inadequate staffing - Boring or repetitive work - Too little to do			<input type="checkbox"/> Prioritise tasks. <input type="checkbox"/> Cut out unnecessary work. <input type="checkbox"/> Try to give warning of urgent or important jobs to enable individuals to plan their work. <input type="checkbox"/> Job enrichment / job rotation. <input type="checkbox"/> Change the way jobs are done by moving people between jobs. <input type="checkbox"/> Giving individuals more responsibility. <input type="checkbox"/> Increasing the scope of the job. <input type="checkbox"/> Increasing the variety of tasks. <input type="checkbox"/> Giving a group of workers greater responsibility for effective performance of the group.		
- Inadequate resources for task			<input type="checkbox"/> Equipment / tools. <input type="checkbox"/> Staffing. <input type="checkbox"/> Funds.		
- Managing staff			<input type="checkbox"/> Ensure all staff in management roles have adequate training and support from senior colleagues in managing complex staff matters. <input type="checkbox"/> Ensure managers know about central services (Educational development, HR, finance, staff development, Occupational Health, counselling, safety) available to support their work. <input type="checkbox"/> Have formal written procedures to help new managers.		

- Physical working environment			<input type="checkbox"/> Poor temperature control. <input type="checkbox"/> Noise. <input type="checkbox"/> Lack of facilities for rest/breaks. <input type="checkbox"/> Poor lighting. <input type="checkbox"/> Poor ventilation.		
- Psychological working environment			<input type="checkbox"/> Threat of aggression or violence. <input type="checkbox"/> Verbal abuse.		
B. CONTROL					
Is there: Equal Work / Life Balance			<input type="checkbox"/> Encourage a healthy work-life balance. Ensure staff take all their allocated holiday allowance and distribute it sensibly across the year.		
Rigid work patterns Fixed deadlines occurring in different parts of the academic year Shift work Lone work Lack of control over work			<input type="checkbox"/> Try to provide some scope for varying working conditions and flexible work schedules (e.g. flexible working hours working from home), and the scope for people to influence the way their jobs are done. <input type="checkbox"/> Avoid scheduling extra projects at busy times of the year. This will increase employee interest and sense of ownership.		
Conflicting work demands e.g. research and teaching			<input type="checkbox"/> Set realistic deadlines for tasks. <input type="checkbox"/> Take into account that everyone is different and try to allocate work so that everyone is working in the way that helps them work best and using their talents. <input type="checkbox"/> Be clear about tasks required.		
Too much training for the job Too little training for the job Skills not recognised – promotion prospects not recognised Over-promotion			<input type="checkbox"/> Make sure individuals are matched to jobs. <input type="checkbox"/> Analyse skills alongside the task. <input type="checkbox"/> Provide training for those who need more e.g. when introducing new technology. <input type="checkbox"/> Increase the scope of jobs for those who are over-trained. <input type="checkbox"/> Consider mentoring to help less experienced staff or those under-performing.		
Other difficulties Details:			<input type="checkbox"/> Discuss stress with the team.		

C. ROLE					
Is there:- Lack of clarity about the job role			<input type="checkbox"/> Make sure everyone has a clearly defined job description/role profile. <input type="checkbox"/> Revise this when circumstances change e.g. promotion or reorganisation of team.		
Confusion about how everyone fits in i.e. ambiguity about others' roles			<input type="checkbox"/> Make sure that everyone has clearly defined objectives and responsibilities linked to business objectives and training on how everyone fits in. Visual diagrams can help people's understanding of this.		
Conflicting demands			<input type="checkbox"/> If reporting to more than one person, ensure there are no conflicting demands on the individual. <input type="checkbox"/> Ensure all staff have an annual appraisal with clearly defined objectives with realistic timelines. <input type="checkbox"/> Ensure staff can raise any concerns about conflicting demands on their time.		
D. SUPPORT & ORGANISATIONAL CULTURE					
Is there:- Support from managers and co-workers			<input type="checkbox"/> Support and encourage staff, even when things go wrong. <input type="checkbox"/> Consider having regular one to one meetings with staff and give regular constructive feedback on performance. <input type="checkbox"/> Consider introducing a mentoring scheme.		
Support available to them			<input type="checkbox"/> Ensure staff are aware of support services available to them – the Staff Counsellor, Occupational health Service, Chaplaincy, Personnel and Trade Unions/Professional Organisations. <input type="checkbox"/> Ensure staff know how to access resources needed to undertake task.		
Communication and consultation			<input type="checkbox"/> Introduce clear objectives, good communication and close employee involvement, particularly during periods of change. Hold regular team meetings.		
Opportunities to celebrate success			<input type="checkbox"/> Acknowledge and reward success in your staff.		
A culture that considers stress a sign of weakness			<input type="checkbox"/> Be approachable – create an atmosphere where people feel it is OK to talk to you about any problems they are having. Have an open door policy. Be understanding towards people who admit to being under too much pressure.		
Expectation that people will regularly work excessively long hours or take work home with them.			<input type="checkbox"/> Avoid encouraging people to work excessively long hours.		

			<input type="checkbox"/> Lead by example. <input type="checkbox"/> Schedule work in a way that allows recovery time after unavoidable busy periods.		
E. RELATIONSHIPS					
Is there:- Poor relationships with others Client complaints			<input type="checkbox"/> Provide training in interpersonal skills. <input type="checkbox"/> Engage in team-building activities, both informal through social events and formal such as team building sessions. <input type="checkbox"/> Provide clear information for clients.		
Combative or confrontational communication styles			<input type="checkbox"/> Encourage constructive and positive communications between staff. <input type="checkbox"/> Consider training in managing conflict.		
Equality & Diversity Issues e.g. bullying, racial or sexual harassment			<input type="checkbox"/> Set up effective systems to prevent bullying and harassment. <input type="checkbox"/> Ensure staff are aware of NHS South of Tyne and Wear policies on equal opportunities and harassment and know how to get support. <input type="checkbox"/> Practice by example and make it clear that these behaviours are not acceptable in your team.		
F. CHANGE					
Is there:- Poor communication – uncertainty about what is happening Fears about job security Not enough time allowed to implement change Inexperience/fear of new technology Lack of skills for new tasks Not enough resource allocated for change process Lack of Team work			<input type="checkbox"/> Consult with staff likely to be involved in change management programme. <input type="checkbox"/> Provide timely information so that they have time to understand the reasons for change. <input type="checkbox"/> Provide effective support for staff throughout the process. <input type="checkbox"/> Getting together as a team can help people feel less isolated with their concerns. <input type="checkbox"/> Ensure effective two-way communication throughout process. <input type="checkbox"/> Allow adequate time for the process. <input type="checkbox"/> Allocate adequate resources. <input type="checkbox"/> Consider training needs.		

			<input type="checkbox"/> Consider environmental factors.		
G. OUTSIDE INFLUENCES					
Is there:- Difficulties balancing work / home concerns at home			<input type="checkbox"/> Death of family / close friend. <input type="checkbox"/> Separation / divorce. <input type="checkbox"/> House move. <input type="checkbox"/> Financial worries. <input type="checkbox"/> Family problems. <input type="checkbox"/> Serious illness. <input type="checkbox"/> Marriage.		

Appendix 4 Support Agencies

Statutory Services

Occupational Health can give you the contact numbers of local and regional helping agencies as well as information on voluntary organisations, self-help groups, and more specialist sources of help.

Confidential Counselling is available for all employees via Occupational Health:

South Tyneside District Hospital 0191 4041130

Your GP can usually refer you to a counsellor or psychologist at your practice or local health centre.

Private Sector

Independent Therapy and Counselling:

A network of qualified therapists and counsellors in the Northern Region: (0191) 536 9466

National Agencies

Samaritans: 24 hour national helpline: 0345 909 090

Cruse (Bereavement Care) 020 8322 7227

Alcoholics Anonymous: 01904 644 026

QUIT: For help in stopping smoking: 0800 002200

N.I.W.E: Northern Initiative for Women on Eating: 0191 2210233 (for help with eating problems):

BMA helpline (for Doctors): 0645 200169

Royal College of Nursing (counselling for members) 0345 697 064

Appendix 5 Steps to support Colleagues

Remember that because of the very nature of psychological problems, people find it difficult to talk about these experiences.

Approach the member of staff directly and sensitively enquire about their difficulties in private. (If you don't feel comfortable doing this you could speak to the person's line manager in confidence to make them aware of your concerns).

Offer informal support and show that you are concerned about their wellbeing.

Suggest that your colleague contacts one or more of the following:

- Manager
- Occupational Health
- HR
- GP
- Staff Side Representatives
- Alternative Helping Agencies (Listed in Appendix 3)

Appendix 6 Steps for Employees

- Understand that reducing stress at work is everyone's responsibility.
- Try to achieve a balance between work and home life.
- Get involved in activities and hobbies outside of the workplace.
- Maintain a healthy diet.
- Increase your level of exercise if this is low.
- Try to manage your time at work more efficiently.
- Develop assertiveness skills.
- Learn relaxation skills and breathing techniques.
- Take a proper lunch break, away from the department if possible.
- Talk to colleagues to enlist support.
- Discuss the situation with your manager, particularly if you feel that the problems stem from work.
- Please contact Occupational Health at South Tyneside NHS Foundation Trust on 0191 404 1130 for further advice and self-help materials.

Appendix 7 Equality Impact Analysis