

**Stress & Wellbeing Policy**  
Version No: 10

**Document Summary:**

To highlight individual and work related stress

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<b>Accountable Director</b>	Director of Human Resources	
<b>Policy Author</b>	Lead for Well Being	
<b>Target audience</b>	All staff	

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## Document Control

[Author to complete all sections apart from Section 4 & 5]

Section 1 – Document Information	
<b>Title</b>	Stress management and Well Being Policy
<b>Directorate</b>	Workforce
<b>Brief Description of amendments</b>	
The Policy has been amended to incorporate the well being of the staff <i>Please state if a document has been superseded.</i>	
<b>Does the document follow the Trust agreed format?</b>	Yes
<b>Are all mandatory headings complete?</b>	Yes
<b>Does the document outline clearly the monitoring compliance and performance management?</b>	Yes
<b>Equality Analysis completed?</b>	Yes

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Section 3 – Version Control		
Version	Date Approved	Brief Summary of Changes
10	01/11/2021	Wellbeing added throughout policy
	Click here to enter a date.	
	Click here to enter a date.	
	Click here to enter a date.	
	Click here to enter a date.	

Section 4 – Approval – <i>To be completed by Document Control</i>			
<b>Document Approved</b>		<input checked="" type="checkbox"/> Approved <input type="checkbox"/> Approved with minor amendments	
<b>Assurance provided by Author &amp; Chair</b>		<input checked="" type="checkbox"/> Minutes of Meeting <input type="checkbox"/> Email with Chairs approval	
<b>Date approved</b>	01/01/2022	<b>Review date</b>	31/01/2025

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<b>Assurance provided by Author &amp; Chair</b>	<input type="checkbox"/> Minutes of Meeting <input type="checkbox"/> Email with Chairs approval
<b>Date Withdrawn:</b>	<a href="#">Click here to enter a date.</a>

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## 1. Scope

The contents of this document apply to all staff who work for Mersey and West Lancashire Teaching Hospitals NHS Trust

## 2. Introduction

Mersey and West Lancashire NHS Trust (the Trust) is committed to protecting the health, safety and wellbeing of its employees to encourage an open and supportive culture. The Trust recognises that 'employee wellbeing' means having the right conditions in place to enable employees to perform at their best mentally and physically, whilst maintaining an appropriate work- life balance.

The Trust is committed to support the health and wellbeing of the workforce and to minimise the impact of work related stress which can be a major factor in reduced performance, increased sickness absence and low morale, by taking practical steps, to prevent potential harm to the mental wellbeing and physical health and safety of all employees.

The purpose of this policy is to reinforce this commitment through clear strategic objectives and practical interventions for the management of employee health and wellbeing and to promote a culture where health and wellbeing is embraced by everyone

## 3. Statement of Intent

The purpose of this policy is to provide managers and employees with guidance about the recognition of stress and well being and how to manage it, both on a generic and individual level, it also highlights the need for Well Being Conversations. This policy is in line with the Health and Safety Legislation – Management Standards for work related stress 2012.

The objectives of this policy are to:

- Outline management arrangements which have been made to identify, assess and subsequently eliminate or reduce work related stressors.
- Develop action plans to address issues that are identified.
- Report to the workforce council any issues requiring a corporate responsibilities

## 4. Definitions

The Trust has adopted the Health and Safety Executive (HSE) definition of stress:

***'The adverse reaction people have to excessive pressure or other types of demand placed on them.'*** This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress. Stress is defined as the negative response to too much pressure or too many demands, with which the individual finds difficulty in coping. Particularly if it is prolonged, represents a risk to both mental and physical health.

The HSE identify the following six categories of possible causes of work related stress (or stressors):

**Demands** – such as workload, work patterns and the work environment.

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**Control** – how much say someone has in the way they do their work.

**Support** – the encouragement and resources provided by the organisation, line managers and colleagues.

**Relationships** – including promoting positive working to avoid conflict and dealing with unacceptable behaviour.

**Role** – role clarity and conflicting roles.

**Change** – how organisational change is managed and communicated

Definition	Meaning

## 5. Duties, Accountabilities and Responsibilities

### 5.1 Chief Executive

As the employer, the Trust has overall responsibility for the health, safety and wellbeing of all patients, staff and other persons affected by the activities of the Trust. The Chief Executive

- is tasked with ensuring that effective measures are put into place to ensure this responsibility is met. This will be achieved through the development of successful implementation of the Trust's Health and Safety Management System, of which the policy on Managing Work Related Stress is an important element.
- Will secure the effective operation and continued improvement of health and safety management by ensuring systems are in place for the control of policy formulation, development and monitoring of senior manager objectives, risk assessment and the setting and monitoring of performance standards.
- Will have and encourage Well Being Conversations throughout the Trust
- delegate the authority to develop and review the Trust's policy and management of work related stress to the Director of HR.

### 5.2 Director of Human Resources

The Director of HR has the delegated authority of the Chief Executive to undertake the following:

- Policy development, communication and review.
- Promote Well Being conversations throughout the Trust
- Ensure that information on staff health and wellbeing is communicated to staff, through the Health and Wellbeing team.
- Provide data from monthly directorate workforce information reports on sickness absence and turnover, which will indicate where further action may be required, where there is a reason to believe that there is a differential impact on particular demographic groups or individuals.

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- Form an opinion from the staff attitude survey and other data sources on the success of the Trust’s policy to manage work related stress, monitoring trends and making recommendations to the Trust Board, taking into account the demographic breakdown of respondents to monitor any differential impact
- Provide advice for managers on the implementation of the policy and training on the causes of stress and Well Being in the workplace including information on how stress can affect particular demographic groups of staff.
- Provide support for managers in using the HSE Management Standards to identify potential sources of stress within their departments.
- Create suitable and sufficient support for those staff harmed by work related stress, through the provision of Employee Assistance Programme where appropriate and ensure that support is available through the Health, Work and Wellbeing department and Counselling Service.
- Ensure that policies, which relate to potentially stressful situations in an employee’s working life: e.g. redeployment, retirement and change management contain information for staff about the support that is available, including specific support for different demographic groups, where available.
- Ensure all risks identified are logged on the risk register.
- Receive information on stress in order to provide assurance to the Trust Board that each Directorate has complied with the Trust Policy

### 5.3 Assistant Directors of Operations

Assistant Directors of Operations (ADO’s) will:

- Oversee the completion of stress risk assessments for their area of responsibility.
- Ensure that each directorate manager is aware of the Trust policy to manage work related stress and has undertaken a risk assessment process within their areas.
- Engage with staff in Well Being Conversations
- Support staff in line with the requirements in this policy.

### 5.4 Directorate Managers

Directorate Managers will ensure that:

- Arrangements are established to ensure that each service within the directorate is aware of the Trust’s policy on work related stress.
- Risk assessments are undertaken in their area of responsibility.
- Support is given to the implementation of action plans that will assist in removing / reducing work related stress within the directorate, taking into account the needs of specific demographic groups.
- Promote Well Being Conversations
- Monitor all risks identified on the risk register and escalating in line with the governance and risk strategy framework.
- Any additional risk controls, which cannot be immediately implemented, are included in the Directorate’s Risk Register and feedback is provided to affected staff.

### 5.5 Line Managers

Line managers should:

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- Conduct annual risk assessments within their department / area, with support from the HR directorate, and advice from the Health and Safety Department (Appendix B).
- Ensure good communication between management and staff, particularly where there are organisational and procedural changes.
- Ensure staff are appropriately trained to discharge their duties.
- Monitor workloads to ensure that individual members of staff are not overloaded.
- Monitor working hours to ensure that staff are not working excessive hours and that they are taking the appropriate annual leave entitlements.
- Attend training, as requested, in good management practice and health and safety and Well Being.
- **Ensure that the Respect & Dignity at work policy is adhered to.**
- Be vigilant and offer additional support to a member of staff who is experiencing stress outside work, e.g. bereavement or separation.
- Coordinate and assist in compilation of action plans, following definitions of interventions by staff focus groups.
- As far as reasonably practicable, manage implementation of the action plan and establish additional risk controls.
- As work related stress falls within the remit of the Equality Act 2010 managers are legally required to provide support for staff that may be harmed by work related stress. This may be through reasonable adjustments to role or hours of work, information on stress management courses.
- Ensure that staff are aware of the Employee Assistance Programme and counselling service and support staff who wish to make a self-referral.
- Sign post staff to the relevant e-learning resources on managing personal stress and relaxation/stress management sessions, provided by the Health, Work and Wellbeing Department.
- Nominate and support a Well Being Champion for their area of work

## 5.6 Employees

All employees have a duty to take care of their own health and safety at work. They should familiarise themselves with the stress management policy and raise any problems that they may be experiencing, without highlighting their concerns management will not be able to help to resolve the issue. They should:

- Participate in the use of the HSE audit tool to assist in determining the causes of work related stress in their department (Appendix 4).
- Raise issues of concern about stress that they may be experiencing with their line manager, trade union representative, health and safety representative or Health, Work and Wellbeing Service.
- Engage in Well Being Conversations
- Raise issues of concern with their line manager, Health and Safety representative, Occupational Health, Staff Support Services, Health and Wellbeing Lifestyle Advisor, Freedom to Speak up Guardian or any other appropriate person/agency
- Assist their line manager in implementing any actions, the purpose of which is to reduce the risk of work related stress.
- Report any work related stress on the **Trust's Datix system and highlight to Line Manager any reporting issues.**

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- Be prepared to consider options to address problems, such as counselling or other well being support

### 5.7 Health, Work and Wellbeing

This department will support the Policy by providing:

- A confidential and supportive service to Trust employees.
- Support for individuals who have been off sick with stress and advice to both the employee and their manager, on workplace modifications including, where appropriate, a phased return to work.
- Promote Well Being Conversations (Appendix A)
- Signpost employees to primary care teams, workplace counsellors or specialists, as appropriate.
- Liaise closely with the Well Being Hub, who will support staff on a one to one, or within group sessions.

### 5.8 Physiotherapy

The Physiotherapy Service within Health Work and Well Being provides a self-referral service for all Trust employees. The Team see employees who have musculoskeletal problems which affect their work and offer: advice on how to manage the problem, including in the workplace, a short course of treatment (if applicable to the employee's needs, and fast tracking to face to face physiotherapy)

### 5.9 Quality Committee

The Quality Committee will follow the progress of action plans where deficits in compliance with KPI's are identified through the monitoring processes thus providing Board assurance.

### 5.10 Workforce Council

The Council have a duty to provide Board assurance of compliance with this policy and as such will receive quarterly reports of progress with KPI's with associated action plans where deficits are identified with action plans from all divisions exception reports will be forwarded to the Trust Governance Board and the minutes from this council.

### 5.11 The Trust Board

The Board are responsible for ensuring that the policy is being adhered to, both collectively and by the management and staff in their area of responsibility. The Well Being Guardian taking an assurance role at Board level. The Board will monitor the impact of the policy but will be delegated to the Workforce Council and the auditing to the Health, Work and Wellbeing team, however the HR Director and HR Council will highlight any areas of significant shortfall identified to the Board.

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## 6. Process

The next section of the policy describes where the staff can go to for help and support if they are suffering from stress related symptoms.

### 6.1. Process for enabling staff and managers to access information on the management of work related stress

- All staff must complete Health and Safety training, through Corporate Induction and Mandatory training as related to their role. This includes raising awareness of the work related stress policy and how to access information via the intranet.
- Staff will also receive information on how to cope with stress and where to access support through the annual Health, Work and Wellbeing health promotion programme, communicated through Team Brief and the Trust's global e-mail system.
- Further guidance from the Health and Safety Executive can be accessed via <http://www.hse.gov.uk/stress/standards/step1/index.htm>
- Staff can discuss their wellbeing with their manager, a trade union representative, Human Resources or the Health, Work and Wellbeing service. Staff can self-refer to the 24 hour Employee Assistance Programme, Vita, which provides counselling and other information about dealing with stress. Freephone from UK landline: 0800 111 6387 For Management Support: 0800 111 6385 or Visit [www.my-eap.com](http://www.my-eap.com) use access code: **sthkwell**
- Staff can access the Health, Work and Wellbeing **Extranet page**, which provides other helpful information regarding stress related matters.

### 6.2 Process for identifying work related stressors

#### This process includes both individual and department level risk assessment

The following risk assessment process should be followed to enable managers to identify work related stress in line with recommendations from the HSE. Managers may use a variety of sources of information to assess the health and wellbeing of their team. The following information may be reviewed as appropriate to identify potential stressors in the workplace:

- a) Annual Staff Satisfaction Survey
- b) Sickness absence performance reports and reasons for absence
- c) Grievances
- d) Complaints
- e) Incident Reports
- f) Resilience/change management surveys
- g) Department risk assessment tool (**Appendix C**)
- h) Individual risk assessment tool (**Appendix D**)

(Appendix D) contains further guidance for line managers on the identification and management of stress in the workplace.

### 6.3 Risk Assessment Process

#### 6.3.1 Identifying Hazards

The HSE Management Standards for Stress (full definition is provided in **Appendix C**) identify the hazards within the working environment, which may be causal factors in the

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onset of stress. The standards categorise potential sources of work related stress into these six standards that all employers should strive to meet. These are:

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

### 6.3.2 Stress Review

As the basis for risk assessment, line managers should risk assess to gain an initial indication of whether stress is a problem in their department by:

- Discussing health and wellbeing with staff at one to one and team meetings with particular focus on work related pressures and staff resilience levels e.g. to changes, service demands.
- Ensuring staff are sign posted to the most appropriate support in a timely way.
- Seeking advice from their HR Advisor on the analysis of sickness absence reports according to care group or department and staff group to determine any stressors, which are common to specific areas within the Trust.
- Seek advice from EAP or the Health, Work and Wellbeing service on specific concerns or trends.

### 6.3.3 Causes or Reasons for Stress

- High levels of sickness absence may indicate a potential problem area; checking the reasons for absence may help identify the cause.
- Poor performance of both individuals and teams can be an indicator of problems that may need further discussion.
- High staff turnover could be an indication of high stress levels and managers need to conduct exit interviews to understand why people are leaving.

Where an initial analysis of the data indicates that stress may be a concern within the department then a full risk assessment would need to be undertaken by the line manager. (Appendix C). Where stress appears to be limited to an individual the line manager should complete (Appendix B). When a line manager is required to complete a generic stress risk assessment (Appendix C) which should be performed, usually on an annual basis, the following information should be considered.

- Any previous risk assessment
- All other information in

The manager should complete the Stress Risk Assessment using the six categories identified by the HSE. Risks should then be prioritised and an action plan completed. The line manager should monitor the action plan and progress actions.

If a member of staff is absent through stress or the line manager feels there is a potential risk to the individual an Individual Stress Management Risk Assessment is to be completed (Appendix C). This should be completed at the earliest point following an individual's return to work. The employee completes the risk assessment and an action plan is drawn up by the line manager.

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Following the line managers completion of the risk assessment, the line manager will discuss with the divisional manager and their HR advisor and agree action to be taken in relation to the severity of the potential risk. Next steps will be to:

Using the completed risk assessment (Appendix C), the line manager will lead the evaluation of risks within their department in order to have a clear understanding of the underlying causes and develop ideas for improvements (controls).

- Rate the risks using the risk register process outlined within the Trust’s risk management policy.
- Involve relevant staff/staff side representatives in discussions about levels of stress e.g. team meetings or via briefing meetings.
- Should any department/area be identified as a cause for concern, the potential risk should be escalated to the Assistant Director.
- Findings and actions taken may be recorded in personal files, Health, Work and Wellbeing records or the department risk file as appropriate the Trust’s information governance policy on handling sensitive and personal information.
- Add risk to the local risk register for their area of responsibility and ensure an associated action plan is developed and implemented.
- Assistant Directors to forward risk assessment identifying stress as a risk to the Head of Health, Work and Wellbeing as soon as completed.

A Trust-wide action plan, developed by the Head of Health, Work and Wellbeing will identify any common stressors and escalate trends to the Deputy Director for Human Resources.

#### **6.4 Evaluate the Risk, Recording Findings and Take Action**

Following the line managers completion of the risk assessment, the line will discuss the divisional manager and their HR Advisor and agree action to be taken in relation to the severity of the potential risk:

- Using the completed risk assessment (Appendix C), the line manager will lead the evaluation of risks within their department in order to have a clear understanding of the underlying causes and develop ideas for improvements (controls).
- Rate the risks using the risk register process outlined within the Trust’s risk management and governance policy.
- Any risk of 15 and above should be logged on the risk register. The assessment should be submitted to the directorate manager or department head. All completed risk assessments for directorates should be submitted to the Head of Quality for the care group, or the ADO/Deputy Director in Corporate Services to collate data for the care group or service, which will then be submitted to the Health, Work and Wellbeing Service.
- Should any department/area be identified as a cause for concern, the potential risk should be escalated to the Assistant Director.
- Add any identified risk to the local risk register for their area of responsibility and ensure an associated action plan is developed and implemented.
- Risk assessment data including risk assessments and associated action plans will be available for all staff to access in their area of work as appropriate to the level of sensitivity or confidentiality.

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### Extreme Risks

- All risks identified with a score 15 (extreme) or above will immediately be escalated to the Director of Human Resources and the Director of Nursing and Governance for inclusion on the Corporate Risk Register/Board Assurance Framework.
- **Comment added in error (see 6.1)**

## 7. Training

Training will be provided as required at team meetings and managers forums as appropriate. Awareness sessions will be done via Trust Team Brief and the Extranet

## 8. Monitoring Compliance

### 8.1 Key Performance Indicators (KPIs) of the Policy

Example: [delete contents of table and input the expected outcomes (KPIs) for your document]

No	Key Performance Indicators (KPIs) Expected Outcomes
1	A reduction in sickness absence trends relating to stress
2	A reduction in the number of DATIXs relating to stress
3	Staff satisfaction outcomes
4	Referrals to the Well Being Hub linked to improved attendance
5	Improvement of staff uptake of the EAP
6	Reduction in the number of referrals to Physiotherapy

### 8.2 Performance Management of the Policy

Minimum Requirement to be Monitored	Lead(s)	Tool	Frequency	Reporting Arrangements	Lead(s) for acting on Recommendations
Compliance of Policy by managers	Well Being	Audit	Annual	Workforce Council	Deputy Director of HR

## 9. References

No	Reference
1	Health and Safety Executive (HSE) Stress at Work HSE website
2	Management of Health and Safety at Work HSE (1999)

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3	Health and Safety at Work Act (1974)
4	Health and Safety Executive (HSE) working together to reduce stress at work-a guide for employees (2008)
5	Equality Act (2010) gov.uk
6	Guide to Managing Stress <a href="http://www.nhsemployers.org">www.nhsemployers.org</a>
7	NICE Guidance for Managing Mental Health <a href="http://www.org.uk">www.org.uk</a>

## 10. Related Trust Documents

[List any procedural documents which are referenced within the text.]

No	Related Document
1	Equality and Human Rights Policy intranet
2	Raising Concerns Policy and Procedure intranet
3	Domestic Abuse Policy intranet
4	Absence Management Policy intranet
5	

## 11. Equality Analysis Form

The screening assessment must be carried out on all policies, procedures, organisational changes, service changes, cost improvement programmes and transformation projects at the earliest stage in the planning process to ascertain whether a full equality analysis is required. This assessment must be attached to all procedural documents prior to their submission to the appropriate approving body. A separate copy of the assessment must be forwarded to the Patient Inclusion and Experience Lead for monitoring purposes.

[Cheryl.farmer@sthk.nhs.uk](mailto:Cheryl.farmer@sthk.nhs.uk). If this screening assessment indicates that discrimination could potentially be introduced then seek advice from the Patient Inclusion and Experience Lead. A full equality analysis must be considered on any cost improvement schemes, organisational changes or service changes which could have an impact on patients or staff

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Equality Analysis			
<b>Title of Document/proposal /service/cost improvement plan etc:</b>	Stress and Well Being Policy V (1)		
<b>Date of Assessment</b>	12.10.2021	<b>Name of Person completing assessment /job title:</b>	Karen Brayley
<b>Lead Executive Director</b>	Director of Human Resources		Well Being Lead
<b>Does the proposal, service or document affect one group more or less favourably than other group(s) on the basis of their:</b>		<b>Yes / No</b>	<b>Justification/evidence and data source</b>
1	Age	No	
2	Disability (including learning disability, physical, sensory or mental impairment)	No	
3	Gender reassignment	No	
4	Marriage or civil partnership	No	
5	Pregnancy or maternity	No	
6	Race	No	
7	Religion or belief	No	
8	Sex	No	
9	Sexual Orientation	No	
<b>Human Rights – are there any issues which might affect a person’s human rights?</b>		<b>Yes / No</b>	<b>Justification/evidence and data source</b>
1	Right to life	No	
2	Right to freedom from degrading or humiliating treatment	No	
3	Right to privacy or family life	No	
4	Any other of the human rights?	No	
Lead of Service Review & Approval			
<b>Service Manager completing review &amp; approval</b>		Karen Brayley	
<b>Job Title:</b>		Well Being Lead	

## Appendix A Wellbeing Conversation Action Plan

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# Wellbeing Conversation Action Plan

## Hints and Tips for Managers

### Planning the conversation

- Ensure you have a confidential space to hold the conversation – whether it's taking place in person or virtually.
- Give your colleague any templates you wish to complete before you meet so they have time to think about what they would like to discuss.
- Prepare by reading your organisation's guidance and help the staff member prepare by ensuring they do the same.
- the content of these conversations should remain confidential and is not recorded anywhere, and that it won't be shared unless the individual consents

### Starting the conversation

- Reassure them that this confidential conversation is there to support them and make it clear you can have a follow-up conversation if needed. You can start with a simple "How have you been?" or 'How are you?'

### Exploring wellbeing

- Make sure the conversation allows you to explore their wellbeing. You can use open questions, such as:
- How is your general wellbeing at the moment?
- What might be having an impact of your health and wellbeing?
- How are things going, both inside and outside of work?
- Tell me more about that...?
- Can you give me some examples...
- Use this sheet to explore different aspects of wellbeing and remember to consider factors inside and outside of work.

# Wellbeing Conversation Action Plan

## Hints and Tips for Managers

### Identifying support

- What can you do to help yourself?
- What can I, the team or the organisation do to support you?
- Be aware of your local wellbeing offers, employee assistance programme and access to formal support services such as Occupational Health and Wellbeing teams. Remember this conversation is not a therapeutic intervention - you are there to identify support and action signposting.

### Supportive actions

- Work together to agree actions that they will take and that you will take. Encourage your colleague to complete a personal wellbeing action plan. Keep the conversation going by agreeing how and when you will work together to review progress.

### Next Steps

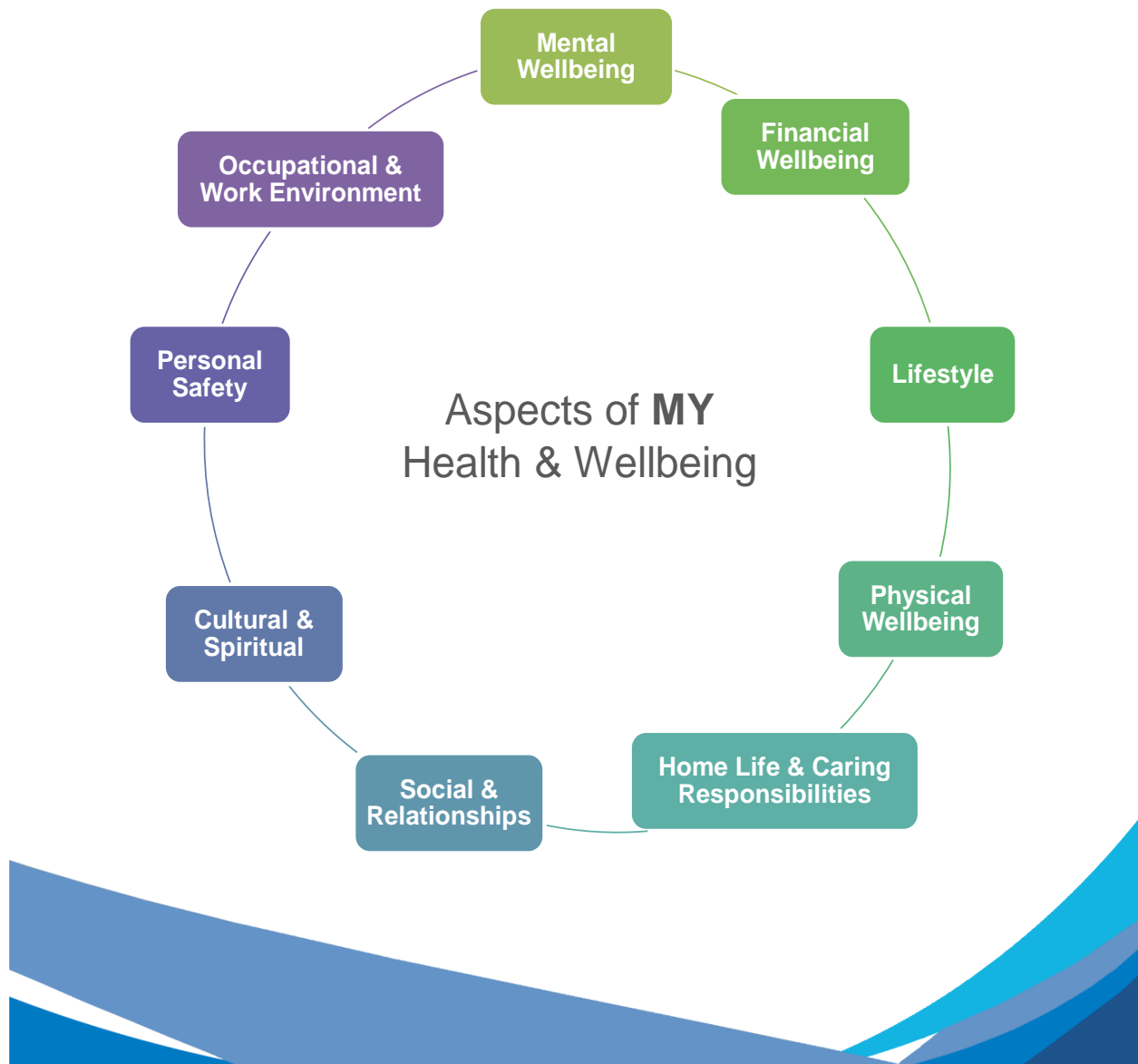
- Follow up with any links to signposting discussed in the conversation





## Wellbeing Conversation Action Plan

Given that many of us face daily pressures in both our work and home lives, it is important to take steps to look after our own wellbeing. This template will support you to consider all elements of wellbeing and agree any actions that may support you to be well at work.



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## Wellbeing Conversation Action Plan

### Self Care

How do you look after your own wellbeing?

1. .
2. .
3. .

How can you support yourself to stay healthy?

1. .
2. .
3. .

### Wellbeing at Work

What helps you stay healthy at work?

1. .
2. .
3. .

How can your manager and team help you to stay healthy at work?

1. .
2. .
3. .

### What to look out for...

What are the triggers/ signs that you may need support that your manager and colleagues should look out for (both now and thinking about the future)?

1. .
2. .
3. .

## Wellbeing Conversation Action Plan

### Line Manager

Do you need any support from your line manager? (if yes, what support do you require)

1. .
2. .
3. .

Reasonable adjustments, are there any that you need to discuss with you line manager?

1. .
2. .
3. .

### Equality and Inclusion

Do your manager and colleagues help you feel included and supported at work? (what could make this better)

1. .
2. .
3. .

### Anything Else?

Comment:

Note: Health and wellbeing resources can be found on the extranet; The Wellbeing Hub.

Appendix C Risk Assessment

Ref.

Severity	Probability					Probability grading			Severity grading						
	5	4	3	2	1	1	2	3	4	5					
	H	H	H	M	M	1. Very remote/Improbable	2. Unlikely but Possible	3. Foreseeable that it could occur	4. Likely to occur	5. Certain to occur	1. Trivial injury/loss	2. Minor injury/loss	3. Major injury /loss	4. Severe injury /loss	5. Death
5	H	H	H	M	M										
4	H	H	M	M	M										
3	H	M	M	M	L										
2	M	M	M	L	L										
1	M	M	L	L	L										

<b>HIGH RISK</b>	The level of risk is intolerable and immediate action is required.
<b>MEDIUM RISK</b>	The level of risk needs to be reduced to a level that is as low can be reasonably practicably achieved.
<b>LOW RISK</b>	The risk is broadly acceptable and further actions may not be necessary.

Assessment for:			By:	Date:	Reviewed:									
Description of the Hazard			Persons in danger	Potential Harm	Existing Safe Systems/ Controls References			Existing P x S = R	Suggested Safe Systems Required and Actions			Complete P x S = R		
A.														

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**G. Risk Assessment Review**

Ref:

<u>Line Managers Review of the Risk Assessment</u>	<u>Departmental Managers Review of the Risk Assessment</u>
Reviewed by:	Reviewed by:
Date:	Date:

**ACTION PLAN**

<b>Action</b>	<b>Person Responsible</b>	<b>Completion date</b>



**Individual Work Related Stress Risk Assessment**

Cause of stress	Question	Is it a problem for you?  Use this space to detail what the problem is. If it is not a problem, leave it blank.	What can be done about it?  Can we make any adjustments?	Who needs to make sure this action happens?	When should we review whether the action agreed has worked?
<b>Demands</b>	Do different people at work demand things from you, which are hard to combine?				
	Do you have unachievable deadlines?				
	Do you have to work very intensively?				
	Do you have to neglect some tasks because you have too much to do?				
	Are you unable to take sufficient breaks?				
	Do you feel pressured to work long hours?				

Cause of Stress	Question	Is it a problem for you?  Use this space to detail what the problem is. If it is not a problem, leave it blank.	What can be done about it?	Who needs to make sure this action happens?	When should we review whether the action agreed has worked?
Demands	Do you feel you have to work very fast?				
	Do you have unrealistic time pressures?				
Control	Can you decide when to take a break?				
	Do you feel you have a say in your work speed?				
	Do you feel you have a choice in deciding how you do your work?				
	Do you feel you have a choice in deciding what you do at work?				
	Do you feel you have some say over the way you do your work?				
	Do you feel your time can be flexible?				

Cause of Stress	Question	Is it a problem for you?  Use this space to detail what the problem is. If it is not a problem, leave it blank.	What can be done about it?	Who needs to make sure this action happens?	When should we review whether the action agreed has worked?
Support (manager)	Does your manager give you enough supportive feedback on the work you do?				
	Do you feel you can rely on your manager to help you with a work problem?				
	Do you feel you can talk to your manager about something that upsets or annoys you at work?				
	Do you feel your manager supports you through any emotionally demanding work?				
	Do you feel your manager encourages you enough at work?				
Support (peers)	Do you feel your colleagues will help you if work becomes difficult?				
	Do you get the help and support you need from your colleagues?				
	Do you get the respect at work you deserve from your colleagues?				

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	Are your colleagues willing to listen to your work related problems?				
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Cause of Stress	Question	Is it a problem for you?  Use this space to detail what the problem is. If it is not a problem, leave it blank.	What can be done about it?	Who needs to make sure this action happens?	When should we review whether the action agreed has worked?
<b>Relationships</b>	Are you personally harassed, in the form of unkind words or behaviour?				
	Do you feel there is friction or anger between colleagues?				
	Are you bullied at work?				
	Are relationships strained at work?				
<b>Role</b>	Are you clear about what is expected of you at work?				
	Do you know how to go about getting your job done?				
	Are you clear about what your duties and responsibilities are?				
	Are you clear about the goals and objectives for the department?				
	Do you understand how your work fits into the overall aim of the organisation?				

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Cause of Stress	Question	Is it a problem for you?  Use this space to detail what the problem is. If it is not a problem, leave it blank.	What can be done about it?	Who needs to make sure this action happens?	When should we review whether the action agreed has worked?
Change	Do you have enough opportunities to question managers about change at work?				
	Do you feel consulted about changes at work?				
	When changes are made at work, are you clear about how they would work out in practice?				
Other Issues	Is there anything else that is a source of stress for you, at work or at home?				
	Do you feel you would benefit from access to confidential support to discuss these issues?				