

**Stress Risk Assessment Standard Operating Procedure**

|   |  |   |   |
|---|--|---|---|
| <b>Author with contact details</b>                            | Samantha Holder. sam.holder@liverpoolft.nhs.uk<br>Specialist Occupational Therapist and Health and Wellbeing Lead.   |   |   |
| <b>Lead Executive/ Senior Manager</b>                         | Heather Barnett, Chief People Officer  |   |   |
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| <b>Consultation</b>   |  |   |   |
| <b>Location of Staff applicable to</b>                        | All staff  | <b>Staff groups applicable to</b>       | All staff   |
| <b>Equality, Diversity And Human Right Statement</b>          | The Trust is committed to an environment that promotes equality and embraces diversity in its performance both as a service provider and employer. It will adhere to legal and performance requirements and will mainstream Equality, Diversity and Human Rights principles through its policies, procedures, service development and engagement processes. This procedure should be implemented with due regard to this commitment. |   |   |
| <b>To be read in conjunction with / Associated Documents:</b> | <ul style="list-style-type: none"> <li>▪ Health and Safety Policy</li> <li>▪ Supporting Staff in a Traumatic Incident Policy</li> <li>▪ Anti-Bullying and Anti-Harassment Policy</li> <li>▪ Health and Safety Risk Management Framework</li> <li>▪ Bereavement policy</li> </ul>   | <b>Information Classification Label</b> | <input type="checkbox"/> <b>NHS Confidential</b><br><input type="checkbox"/> <b>NHS Protect</b><br><input type="checkbox"/> <b>Unclassified</b> |

|                              |   |
|------------------------------|---|
| <b>Access to Information</b> | To access this document in another language or format please contact the Patient Information Co-ordinator PIF@LiverpoolFT.NHS.UK or Tel: Ext 2266 |
|------------------------------|---|

**Document Change History (changes from previous issues of policy (if appropriate):**

| Version number | Page | Changes made with rationale and impact on practice  | Date      |
|----------------|------|---|-----------|
| 2              |      | Amalgamation of Aintree and Royal Liverpool policy to a LUFHT stress risk assessment SOP: improve the process for the user and ensure consistency of use. | July 2022 |
| 2              |      | Changes to the stress risk assessment: this will improve the process for the user and improve with data analysis and targeted interventions.              | July 2022 |

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## 1. Purpose

Liverpool University Hospital Foundation Trust (LUHFT) recognises its legal responsibilities under with Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations and is committed in continuing to provide a safe and healthy working environment for our staff. The Trust also recognises that work-related stress is a major cause of occupational ill health and as such has a moral duty to ensure staffs mental wellbeing whilst at work.

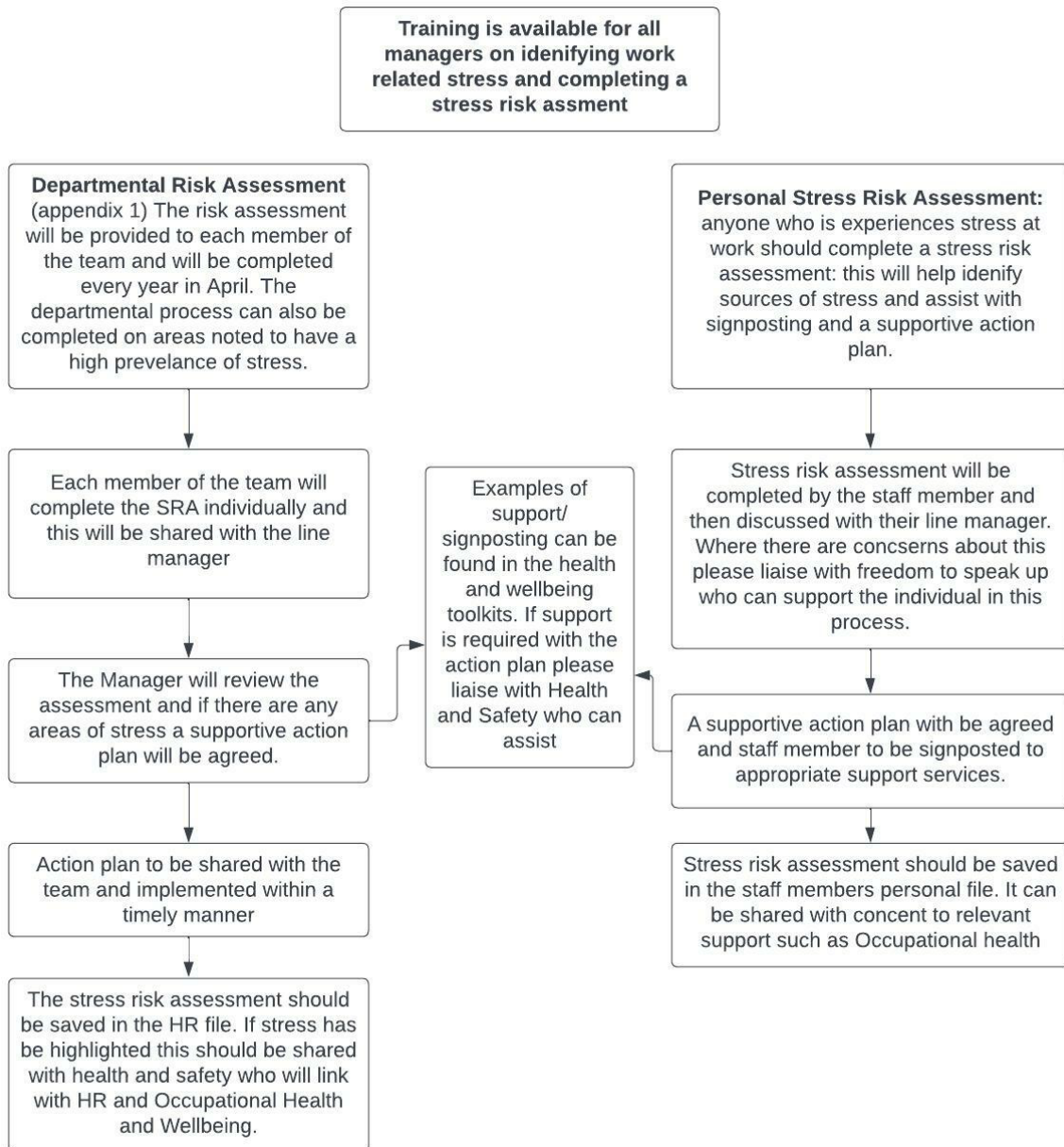
The Trust will use the Health and Safety Executive's Management Standards for Work Related Stress (MSWRS) to assist in the reduction of workplace stress. The HSE MSWRS identify six key potential stressors at work that, if properly managed proactively, can help to reduce work-related stress:

- **Demands** such as workload, work patterns and the work environment
- **Control** such as how much say the person has in the way they do their work
- **Support** such as the encouragement, sponsorship and resources provided by the organisation, line management and colleagues
- **Relationships** such as promoting positive working to avoid conflict and dealing with unacceptable behaviour
- **Role** such as whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles
- **Change** such as how organisational change (large or small) is managed and communicated in the organisation

Additionally, we will ensure that the staff member is supported with personal related stress, as we understand that will have an impact on their mental health at work.

## 2. Flowchart

The trust employs two processes. The first is an annual stress risk assessment which will be completed by the team lead (this can also be used with departments undergoing change or have a high prevalence of stress). The second is a individual stress risk assessment which will be completed when an individual has identified that there are struggles as a result of stress. This may be identified by the staff member themselves, by occupational health, HR, management, health and safety or freedom to speak up.



### 3. Procedure Content

Managers who are responsible for an area/ward/department must undertake an annual departmental risk assessment (Appendix 4) using the Trust approved template which must include a documented and appropriate action plan.

Any actions identified on the action plans of either the personal or departmental risk assessment must be implemented within a reasonable timeframe, if not immediately. Managers also have a duty to refer any employee to Occupational Health [Management Referrals \(sitekit.net\)](http://sitekit.net) or signpost directly to our staff psychology service. This can be completed using the following link [Staff Psychology Service \(sitekit.net\)](http://sitekit.net)

Your department risk assessments should be stored locally in your Departmental drive. Where stress is identified please inform your health and safety lead.

Each employee of LUHFT must complete an annual personal risk assessment which will be provided by their line manager. This assessment is mandatory and will help us to ensure that your health and wellbeing is being supported in work.

The Trust wants to give you all the support it can, and we have an in house psychology and counselling service. This service is completely confidential as staff can self-refer using the following link: [Staff Psychology Service \(sitekit.net\)](http://sitekit.net/StaffPsychologyService)

We also have a wealth of information available on the occupational health intranet pages [Occupational Health & Wellbeing \(sitekit.net\)](http://sitekit.net/OccupationalHealthWellbeing)

The problems do not have to be related to work and the psychologists and counsellors will tailor the intervention to suit your needs. Sessions are available face to face, over teams or over the telephone.

## 4. Exceptions

No exceptions.

## 5. Training

Current courses:

- Managing your own personal stress course
- Completing a stress risk assessment

## 6. Monitoring of compliance

| Minimum requirement to be monitored                  | Process for monitoring e.g. audit/ review of incidents/ performance management | Job title of individual(s) responsible for monitoring and developing action plan                                       | Minimum frequency of monitoring | Name of committee responsible for review of results and action plan | Job title of individual/ committee responsible for monitoring implementation of action plan |
|--|--|--|---------------------------------|---|---|
| Referrals made to OH                                 | Review of management referrals made to OH citing perceived work related stress | Head of Occupational Health and Wellbeing<br><br>Supported by Health and Safety Manager<br><br>Supported by HR BP Lead | Quarterly                       | Health and Safety Group   | Health and Safety Group<br><br>Head of Occupational Health and Wellbeing                    |
| Analysis of findings annual risk assessment received | Audit of findings  | Led by OH and Wellbeing Lead   | Annually                        | Health and Safety Group and Health and                              | Health and Wellbeing Group  |

| Minimum requirement to be monitored | Process for monitoring e.g. audit/ review of incidents/ performance management | Job title of individual(s) responsible for monitoring and developing action plan | Minimum frequency of monitoring | Name of committee responsible for review of results and action plan | Job title of individual/ committee responsible for monitoring implementation of action plan |
|-------------------------------------|--|--|---------------------------------|---|---|
|                                     |  | Supported by Health and Safety Manager<br><br>Supported by HR BP Lead            |                                 | Wellbeing Group   |   |

## 7. Relevant regulations, standards and references

- Health and Safety at Work Act 1974
- Management of Health and Safety at Work Regulations 1999
- HSE Management Standards

## 8. Equality, diversity and human right statement

The Trust is committed to an environment that promotes equality and embraces diversity in its performance both as a service provider and employer. It will adhere to legal and performance requirements and will mainstream Equality, Diversity and Human Rights principles through its policies, procedures, service development and engagement processes. This SOP should be implemented with due regard to this commitment.

## 9. Legal requirements

This document meets legal and statutory requirements of the UK General Data Protection Regulation (EU 2016/679) and all subsequent and prevailing legislation. It is consistent with the requirements of the NHS Executive set out in Information Security Management: NHS Code of Practice (2007) and builds upon the general requirements published by NHS Digital/Connecting for Health (CfH).

## 10. Appendices

### Appendix 1: Equality Impact Assessment

|   |   |
|---|---|
| <b>Title</b>  | Stress Risk Assessment Standard Operating Procedure |
| <b>Strategy/Policy/Standard Operating Procedure</b>                           |   |
| <b>Service change (Inc. organisational change/QEP/ Business case/project)</b> |   |
| <b>Completed by</b>   | Samantha Holder                                     |
| <b>Date Completed</b>   | July 2022   |

**Description** *(provide a short overview of the principle aims/objectives of what is being proposed/changed/introduced and the impact of this to the organisation)*

The work-related stress risk assessment for Aintree and the Royal has been amalgamated to a LUHFT procedure. We also now have an in-house psychology and counselling service.

**Who will be affected** *(Staff, patients, visitors, wider community including numbers?)*

Staff.

The Equality Analysis template should be completed in the following circumstances:

- **Considering developing a new policy, strategy, function/service or project (Inc. organisational change/Business case/ QEP Scheme);**
- **Reviewing or changing an existing policy, strategy, function/service or project (Inc. organisational change/Business case/ QEP Scheme):**
  - If no or minor changes are made to any of the above and an EIA has already been completed then a further EIA is not required and the EIA review date should be set at the date for the next policy review;
  - If no or minor changes are made to any of the above and an EIA has NOT previously been completed then a new EIA is required;
  - Where significant changes have been made that do affect the implementation or process then a new EIA is required.

Please note the results of this Equality Analysis will be published on the Trust website in accordance with the Equality Act 2010 duties for public sector organisations.

Section 1 should be completed to analyse whether any aspect of your paper/policy has any impact (positive, negative or neutral) on groups from any of the protected characteristics listed below.

*When considering any potential impact you should use available data to inform your analysis such as PALS/Complaints data, Patient or Staff satisfaction surveys, staff*

*numbers and demographics, local consultations or direct engagement activity. You should also consult available published research to support your analysis.*

**Section 1 – Initial analysis**

| Equality Group  | Any potential impact?<br>Positive, negative or neutral | Evidence<br><i>(For any positive or negative impact please provide a short commentary on how you have reached this conclusion)</i> |
|---|--|--|
| <b>Age</b><br><i>(Consider any benefits or opportunities to advance equality as well as barriers across age ranges. This can include safeguarding consent, care of the elderly and child welfare)</i>             | Neutral  |  |
| <b>Disability</b><br><i>(Consider any benefits or opportunities to advance equality as well as impact on attitudinal, physical and social barriers)</i>   | Neutral  |  |
| <b>Gender Reassignment</b><br><i>(Consider any benefits or opportunities to advance equality as well as any impact on transgender or transsexual people. This can include issues relating to privacy of data)</i> | Neutral  |  |
| <b>Marriage &amp; Civil Partnership</b><br><i>(Consider any benefits or opportunities to advance equality as well as any barriers impacting on same sex couples)</i>  | Neutral  |  |
| <b>Pregnancy &amp; Maternity</b><br><i>(Consider any benefits or opportunities to advance equality as well as impact on working arrangements, part time or flexible working)</i>                                  | Neutral  |  |
| <b>Race</b><br><i>(Consider any benefits or opportunities to advance equality as well as any barriers impacting on ethnic groups including language)</i>  | Neutral  |  |
| <b>Religion or belief</b><br><i>(Consider any benefits or opportunities to advance equality as well as any barriers effecting people of different religions, belief or no belief)</i>                             | Neutral  |  |
| <b>Sex</b>  | Neutral  |  |



|  |         |  |
|--|---------|--|
| <i>(Consider any benefits or opportunities to advance equality as well as any barriers relating to men and women eg: same sex accommodation)</i>                                       |         |  |
| <b>Sexual Orientation</b><br><i>(Consider any benefits or opportunities to advance equality as well as barriers affecting heterosexual people as well as Lesbian, Gay or Bisexual)</i> | Neutral |  |

If you have identified any **positive** or **neutral** impact then no further action is required, you should submit this document with your paper/policy in accordance with the governance structure.

You should also send a copy of this document to the equality impact assessment email address.

If you have identified any **negative** impact you should consider whether you can make any changes immediately to minimise any risk. This should be clearly documented on your paper cover sheet/Project Initiation Documents/Business case/policy document detailing what the negative impact is and what changes have been or can be made.

**If you have identified any negative impact that has a high risk of adversely affecting any groups defined as having a protected characteristic then please continue to section 2.**

### Section 2 – Full analysis

If you have identified that there are potentially detrimental effects on certain protected groups, you need to consult with staff, representative bodies, local interest groups and customers that belong to these groups to analyse the effect of this impact and how it can be negated or minimised. There may also be published information available which will help with your analysis.

|  |     |
|--|-----|
| <b><u>Is what you are proposing subject to the requirements of the Code of Practice on Consultation?</u></b> | Y/N |
| <b>Is what you are proposing subject to the requirements of the Trust’s Workforce Change Policy?</b>         | Y/N |
| <b>Who and how have you engaged to gather evidence to complete your full analysis? (List)</b>                |     |
| <b>What are the main outcomes of your engagement activity?</b>   |     |
| <b>What is your overall analysis based on your engagement activity?</b>                                      |     |

### Section 3 – Action Plan

You should detail any actions arising from your full analysis in the following table; all actions should be added to the Risk Register for monitoring.

| Action required | Lead name | Target date for completion | How will you measure outcomes |
|-----------------|-----------|----------------------------|-------------------------------|
|                 |           |                            |                               |
|                 |           |                            |                               |
|                 |           |                            |                               |
|                 |           |                            |                               |

Following completion of the full analysis you should submit this document with your paper/policy in accordance with the governance structure.

You should also send a copy of this document to the equality impact assessment email address

### Section 4 – Organisation Sign Off

| Name and Designation                              | Signature | Date |
|---|-----------|------|
| Individual who reviewed the Analysis              |           |      |
| Chair of Board/Group approving/rejecting proposal |           |      |
| Individual recording EA on central record         |           |      |

## Appendix 2: Roles and responsibilities

| Role   | Responsibility   |
|--|--|
| <b>Chief Executive</b>                           | As accountable Officer, the Chief Executive has overall responsibility for the Health & Safety of staff. Executive responsibility in relation to Health & Safety including management of violence and aggression, is delegated by the Chief Executive to the Director of Estates and Facilities.   |
| <b>Director of Estates and Facilities (DoEF)</b> | As the Executive Lead for Health & Safety has a responsibility to ensure safe systems are suitable and in place for the management of work-related stress in accordance with regulations.  |
| <b>Health and Safety Service</b>                 | Reporting to the DoEF specifically on Health & Safety matters, the organisational lead specialist for health and safety and will ensure that the Trust has a safe system, process and policy in place for the management of work related stress in accordance with the Management of Health and Safety at Work Regulations and Health and Safety Executive Stress Management Standards, and that these are regularly reviewed and monitored and to Work closely with HR and OH in the early identification of 'hot spots' so that appropriate risk assessments can be deployed.  |
| <b>Occupational Health and Wellbeing Service</b> | <ul style="list-style-type: none"> <li>• Identify and minimize personal and workplace stressors</li> <li>• Support H&amp;S in the promotion, distribution of annual departmental stress risk assessment to all staff</li> <li>• Provision of advice and support which may help to alleviate stress</li> <li>• Respond on a confidential basis to specific management and self-referrals seeking help or advice.</li> <li>• Facilitate access to psychology and counselling</li> <li>• Participate in any review of stress prevention and management across the Trust.</li> <li>• Assist with data analysis of stress across the trust and assist with targeted interventions.</li> </ul> |

|   |   |
|---|---|
| <p><b>Human Resources Managers</b></p>          | <ul style="list-style-type: none"> <li>• Undertake a review of sickness absence and identify any areas with high stress related absence, identify any current trends and link in with the Health and Wellbeing Lead in Occupational Health, Health and Safety and Line managers. Assist with implementing solutions identified by staff and monitoring and reviewing their effectiveness.</li> <li>• Supporting line managers in managing individuals experiencing stress and helping them return to work</li> <li>• Provide advice around management of employee absences</li> </ul>   |
| <p><b>Education and Learning Department</b></p> | <ul style="list-style-type: none"> <li>• Facilitate access to training on managing your own personal stress course and other courses to assist with self-improvement and employee development.</li> </ul>   |
| <p><b>Line Managers</b></p>                     | <ul style="list-style-type: none"> <li>• Assess the work areas and activities which come under their managerial control for stressors to which staff may be exposed.</li> <li>• Ensure personal risk assessments are completed as appropriate; a copy should be forwarded to Health and safety and saved in their personal file. Complete an annual departmental risk assessment, ensuring that action is taken on any identified issues.</li> <li>• Implement measures to reduce the risk that identifiable potential stressors may pose to their staff</li> <li>• Provide opportunities, where appropriate, to work flexibly, in line with Trust policies</li> <li>• Ensure departmental/directorate communication systems are in place e.g. Team Brief, team meetings etc.</li> <li>• Ensure that staff are enabled to attend training, as per Trust Training Needs Analysis, so that they can fulfil the duties expected of them.</li> <li>• Encourage staff to make full use of their work breaks, off duty and leave times.</li> <li>• Provide support to staff experiencing distress, for whatever cause, and where it is reasonably practicable offering opportunities for modified duties and hours.</li> <li>• Attend any training courses provided in the interest of health, safety, welfare and wellbeing</li> <li>• Take appropriate action following on from departmental or personal stress risk assessments, which may include referring to and complying with the Trust Attendance Management Policies and</li> </ul> |

|                                   |   |
|-----------------------------------|---|
|                                   | <p>Procedures and providing staff with information regarding the Trust's confidential counseling provision.</p> <ul style="list-style-type: none"> <li>• Signpost staff to the occupational health intranet pages, staff psychology/ counselling and ensure that your department has a wellbeing champion and a freedom to speak up champion.</li> <li>• Refer staff to occupational health if additional support is required: a referral is not required to OH if psychology is the only thing required as this can be completed directly.</li> </ul> <p>4.</p>  |
| <p><b>All Trust Employees</b></p> | <ul style="list-style-type: none"> <li>• Adhere to the Trust Values and Behaviour at all times</li> <li>• Acknowledge their own responsibility to take care of their own health and safety and that of those who may be affected by their acts and omissions (<i>S7 HASAWA</i>)</li> <li>• Attend any training courses provided in the interest of health, safety, welfare and wellbeing</li> <li>• Ensure they act in such a way that their behavior does not cause stress to others.</li> <li>• Complete on an annual basis a personal stress risk assessment.</li> <li>• To escalate any issues or areas of concern immediately to your line manager.</li> <li>• Self-refer to psychology/ counselling if required.....</li> <li>• Seek additional support when required: GP, support within the trust (freedom to speak up, HR, health and wellbeing, professional networks), friends, family.</li> </ul> |

Appendix 3: Departmental Risk Assessment

**Stress Risk Assessment Tool**

Name:

Have you had any sickness absence in the last 12 months: YES/NO

If yes please state how many occasions

**Section A: Your Health-Personal**

Do you generally suffer from these symptoms (or have you suffered from them during the last three months?)

- Frequent headaches YES / NO
- Low mood YES / NO
- Anxiety YES / NO
- Stomach upset YES / NO
- Fatigue YES / NO

Are any of the issues above affecting your performance at work? YES/NO

Are there personal issues which affect your work on a regular basis?  
The following are examples which can affect your performance at work such as:  
(Please tick if applicable)

- Financial worries
- Bereavement
- Relationship issues
- Family issues
- Job insecurity
- Illness of relative of friend
- Substance misuse

Are you sleeping well? YES/ NO

Are you eating well? YES/ NO

Are you drinking sensibly YES/ NO

**Further Comments**

Do you feel your work is causing you stress YES/ NO

Only answer No if your stress is solely home related. Your work may be affecting you more than you know.

Please remember that that the Trust has a psychology and counselling service which can be accessed via the following link:

If you have concerns about your health you should also talk to your GP.

### **Section B: What makes you stressed at work?**

- Below are some known causes of work-related stress (the Health and Safety Executive calls them 'stressors').
- Please think about how much stress each one causes you.
- This survey only covers stressors at work. It's not meant to include stress caused outside the workplace, although that can add to your work-related stress.

**Instructions: for each of the following questions. Please mark which one applies to you.**

**1 = Strongly Disagree**

**2 = Disagree**

**3 = Neither Agree or Disagree**

**4 = Agree**

**5 = Strongly Agree**

**If you "agree or strongly agree" please provide further details in the box below.**

The purpose of completing this assessment is to highlight where there are stressors in work and the develop an action plan with your line manager to support you.

| Demands  | Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly Agree |
|--|-------------------|----------|---------------------------|-------|----------------|
| I do not have the time to complete my required work tasks  |                   |          |                           |       |                |
| I struggle to take my agreed breaks  |                   |          |                           |       |                |
| I have to work overtime to complete the tasks required   |                   |          |                           |       |                |
| I often have to rush my work   |                   |          |                           |       |                |
| I am often asked to do tasks at the last minute  |                   |          |                           |       |                |
| I get bored in work as there isn't enough to do  |                   |          |                           |       |                |
| I have a health condition which affects my ability to perform the demands of the role<br><br>(if you answer agree/ strongly agree please complete the wellbeing at work action plan) |                   |          |                           |       |                |
| <b>Further Comments</b>  |                   |          |                           |       |                |
|  |                   |          |                           |       |                |



| Role  | Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly Agree |
|---|-------------------|----------|---------------------------|-------|----------------|
| I do not understand the requirements of my role and what is expected of me  |                   |          |                           |       |                |
| My job description does not match my job requirements   |                   |          |                           |       |                |
| I am often required to complete more than my role.  |                   |          |                           |       |                |
| I am not able to fulfil my role requirements  |                   |          |                           |       |                |
| There are adequate opportunities to raise concerns about any uncertainties or conflicts concerning my role and responsibilities |                   |          |                           |       |                |
| I do not feel that I have the correct training opportunity to assist me to do my role   |                   |          |                           |       |                |
| I don't enjoy my job role   |                   |          |                           |       |                |
| I do not feel that there is any job progression   |                   |          |                           |       |                |
| I do not have the correct equipment/ environment to do my job   |                   |          |                           |       |                |
| <b>Further Comments</b>   |                   |          |                           |       |                |
|   |                   |          |                           |       |                |

| <b>Control</b>   | <b>Strongly Disagree</b> | <b>Disagree</b> | <b>Neither Agree or Disagree</b> | <b>Agree</b> | <b>Strongly Agree</b> |
|--|--------------------------|-----------------|----------------------------------|--------------|-----------------------|
| I am not able to choose when I do my work tasks                                      |                          |                 |                                  |              |                       |
| I am not encouraged to use my initiative   |                          |                 |                                  |              |                       |
| I do not get the opportunity to development my skills                                |                          |                 |                                  |              |                       |
| I do not find my work challenges me  |                          |                 |                                  |              |                       |
| I cannot choose when to take my breaks   |                          |                 |                                  |              |                       |
| I am not given my shifts in sufficient time frame and this affects my personal life. |                          |                 |                                  |              |                       |
| I do not get asked about my working pattern  |                          |                 |                                  |              |                       |
| I have not been supported to manage work/ life with flexible working                 |                          |                 |                                  |              |                       |
| I do not have opportunities to express my ideas and points of view                   |                          |                 |                                  |              |                       |
| <b>Further Comments</b>  |                          |                 |                                  |              |                       |
|  |                          |                 |                                  |              |                       |

| <b>Support</b>  | <b>Strongly Disagree</b> | <b>Disagree</b> | <b>Neither Agree or Disagree</b> | <b>Agree</b> | <b>Strongly Agree</b> |
|---|--------------------------|-----------------|----------------------------------|--------------|-----------------------|
| I do not get the opportunity to meet with my line manager and discuss work/ any concerns  |                          |                 |                                  |              |                       |
| I do not feel that support is provided with my work requirements, or any difficulties experienced.                                      |                          |                 |                                  |              |                       |
| I do not find that I can get support from my colleagues   |                          |                 |                                  |              |                       |
| I have no one to talk to at work.   |                          |                 |                                  |              |                       |
| I am not aware of the support that is available from the trust or how to access it.   |                          |                 |                                  |              |                       |
| I am not provided with feedback or support from my manager  |                          |                 |                                  |              |                       |
| We do not have regular meetings to discuss current trust information/ highlight positives and negatives and work together on a solution |                          |                 |                                  |              |                       |
| <b>Further Comments</b>   |                          |                 |                                  |              |                       |
|   |                          |                 |                                  |              |                       |

| <b>Relationships</b>   | <b>Strongly Disagree</b> | <b>Disagree</b> | <b>Neither Agree or Disagree</b> | <b>Agree</b> | <b>Strongly Agree</b> |
|--|--------------------------|-----------------|----------------------------------|--------------|-----------------------|
| I do not think that there is a positive culture in the workplace.                      |                          |                 |                                  |              |                       |
| I do not have positive relationships with my manager                                   |                          |                 |                                  |              |                       |
| I do not have positive relationships with colleagues                                   |                          |                 |                                  |              |                       |
| I am not aware of any policies/procedures to prevent or resolve unacceptable behaviour |                          |                 |                                  |              |                       |
| I do not feel that unacceptable behaviour is dealt with appropriately                  |                          |                 |                                  |              |                       |
| I do not feel that I work in a supportive team atmosphere                              |                          |                 |                                  |              |                       |
| If I had a problem I don't feel that I could approach my manager                       |                          |                 |                                  |              |                       |
| I do not feel that there is equality within the team                                   |                          |                 |                                  |              |                       |
| <b>Further Comments</b>  |                          |                 |                                  |              |                       |
|  |                          |                 |                                  |              |                       |

| Change  | Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly Agree |
|---|-------------------|----------|---------------------------|-------|----------------|
| I am not provided with information to enable me to understand the reasons for proposed changes              |                   |          |                           |       |                |
| I do not feel that my employer consults me regarding changes and provides opportunities for open discussion |                   |          |                           |       |                |
| I am not made aware of the probable impact of any changes to my job   |                   |          |                           |       |                |
| I am not given training to enable me to facilitate changes within my job                                    |                   |          |                           |       |                |
| I am not aware of any support that is available to assist with managing change                              |                   |          |                           |       |                |
| I do not feel equipped or resilient enough to manage change.  |                   |          |                           |       |                |
| <b>Further Comments</b>   |                   |          |                           |       |                |
|   |                   |          |                           |       |                |

Appendix 4: Departmental Action Plan

| Work Stressor: | Concern Raised: | Action Required: | Person Responsible for the Action: | Completion Date: |
|----------------|-----------------|------------------|------------------------------------|------------------|
| Work Demands   |                 |                  |                                    |                  |
| Work Role      |                 |                  |                                    |                  |
| Work Control   |                 |                  |                                    |                  |
| Support        |                 |                  |                                    |                  |
| Relationships  |                 |                  |                                    |                  |
| Change         |                 |                  |                                    |                  |

Appendix 5: Suggested Actions

| Work Stressor:             | Concern Raised:                               | Action Required:  | Person Responsible for the Action: | Completion Date: |
|----------------------------|---|---|------------------------------------|------------------|
| <p><b>Work Demands</b></p> | <p>Too Much Work:</p> <p>Too Little work:</p> | <ul style="list-style-type: none"> <li>• Review work requirements: provide project work if too little work and a lack of engagement/ motivation was highlighted.</li> <li>• Assist with prioritisation</li> <li>• Review staffing: access bank or review recruitment if required</li> <li>• Increase work with colleagues/ integrated working therefore reducing workload</li> <li>• Instruct and train other staff in key areas so that common tasks can be shared</li> <li>• Ensure regular 1:1 monthly basis and discuss workload. This will assist with difficulties becoming a crisis.</li> <li>• Ensure goals and expectations are completed and understood</li> <li>• Review rosters regularly: ensure staff are getting them in a timely manner</li> <li>• Rolling programme of scheduled work: utilising diary and check ins</li> <li>• Ensure regular breaks and lunchtimes are taken</li> <li>• Attend training courses to assist with skill acquisition.</li> <li>• Encourage and motivate staff through regular communication and engagement in team focus/ aims.</li> <li>• Praise staff when work has been done well.</li> <li>• Signposting to the staff hub: lots of information to assist staff to manage stress/improve their work life balance</li> </ul> |                                    |                  |

|                      |   |   |  |  |
|----------------------|---|---|--|--|
|                      |   | and signposting to staff support services: Psychology support/ Remploy  |  |  |
| <b>Work Role</b>     | Not understood.                           | <ul style="list-style-type: none"> <li>Review job description and discuss current work role and requirements to ascertain if they marry up</li> <li>Ensure understanding of job role: create a work plan and review requirements during 1:1</li> <li>Review conflicting role and agree where collaboration is required or whose responsibility the task is.</li> <li>Regular 1:1's to discuss role, look at training needs and development opportunity.</li> </ul>  |  |  |
| <b>Work Control</b>  | Low work control<br><br>High Work Control | <ul style="list-style-type: none"> <li>Increased control over work tasks. Set projects with increased ownership.</li> <li>Discussion of changes required in the work role and requirements. They understand how their job could be more efficient and productive with better outcomes.</li> <li>Increased support/ guidance required</li> <li>Review of training opportunities</li> <li>Review against work demand and work role as changes their will increase control.</li> </ul>   |  |  |
| <b>Support</b>       |   | <ul style="list-style-type: none"> <li>Monthly 1:1's: this may be agreed to be a weekly wellbeing conversation and a monthly review to include caseload/ discussion of current progress/ difficulties.</li> <li>Buddy support within the department</li> <li>Link support with someone with a similar role in another department</li> <li>Identify the wellbeing champion or mental health first aider in the department as a support network.</li> <li>Regular meetings with the team and ensure communication channels</li> </ul> |  |  |
| <b>Relationships</b> |   | <ul style="list-style-type: none"> <li>Policies and procedures in place i.e. Bullying and Harassment Policy</li> </ul>  |  |  |



|                      |  |   |  |  |
|----------------------|--|---|--|--|
|                      |  | <ul style="list-style-type: none"> <li>• Signpost to staff hub. Resources available and referrals</li> <li>• Access to mediation</li> <li>• Access to training</li> <li>• Ensure consistent communications with the team: regular meetings and 1:1's in place.</li> <li>• Other issues highlighted in this will inevitably affect the relationships within the department</li> </ul>  |  |  |
| <p><b>Change</b></p> |  | <ul style="list-style-type: none"> <li>• Staff kept informed before and during change</li> <li>• Redesign meetings to enable cross communication and allow to people to ask questions and have their say</li> <li>• Distribute an agenda before meetings to allow people to prepare and distribute minutes of meetings</li> <li>• Small group meetings or one to one meeting if the change is impacting people differently.</li> <li>• Open culture during implementation of new systems etc.</li> <li>• Ensure training is in place and consider individual difference in learning.</li> <li>• Create a timeline of place of changes</li> <li>• Encourage briefings and training sessions</li> <li>• Software piloted and evaluated to iron out all issues before introduction.</li> </ul> |  |  |

