

MANAGING STRESS IN THE WORKPLACE POLICY

November 2015

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The on-line version is the only version that is maintained. Any printed copies should, therefore, be viewed as ‘uncontrolled’ and as such may not necessarily contain the latest updates and amendments.

POLICY AMENDMENTS

Amendments to the policy will be issued from time to time. A new amendment history will be issued with each change.

New Version Number	Issued by	Nature of Amendment	Approved by and Date	Date on Intranet
1.0	Harrogate and Rural District Senior Management Team	New Policy	JTUPF – 23 November 2015 and CCG SMT – 26 October 2015	08 March 2016

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1 INTRODUCTION

NHS Harrogate and Rural District Commissioning Group (the CCG) is committed to protecting the health, safety and wellbeing of its employees. The purpose of this policy and procedure is to provide a framework and guidance to managers and employees for the effective prevention and management of stress at work. To develop working practices that reduce or prevent factors which may lead to stress in the workplace and identify support mechanisms in place for managing stress. This policy and procedure should be read together with other relevant policies and procedures.

2 ENGAGEMENT

This policy has been developed by the Yorkshire and Humber Commissioning Support Unit's workforce team in partnership with employees, managers and trade unions and approved at the Joint Trade Union Partnership Forum.

3 IMPACT ANALYSES

3.1 Equality

In applying this policy, the CCG will have due regard to 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 following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

An Equality Impact Assessment is attached at Appendix 5. This policy should be carefully monitored following implementation through the local annual staff survey and the annual monitoring data and to assess whether any particular protected groups are positively or negatively affected in terms of outcomes and accessibility.

3.2 Sustainability

A Sustainability Impact Assessment has been completed for this policy and is attached at Appendix 6.

3.3 Bribery Act 2010

If the Bribery Act is relevant and reference needs to be included, the following wording is recommended :

Under the Bribery Act 2010, it is a criminal offence to :

- Bribe another person by offering, promising or giving a financial or other advantage to induce them to perform improperly a relevant function or activity, or as a reward for already having done so; and
- Be bribed by another person by requesting, agreeing to receive or accepting a financial or other advantage with the intention that a relevant function or activity would then be performed improperly, or as a reward for having already done so.

These offences can be committed directly or by and through a third person and, in many cases, it does not matter whether the person knows or believes that the performance of the function or activity is improper.

It is, therefore, extremely important that staff adhere to this and other related policies and documentation (as detailed on the CCG's intranet) when considering whether to offer or accept gifts and hospitality and/or other incentives.

4 SCOPE

This policy applies to all CCG employees and is intended to compliment the Wellbeing at Work Policy.

5 POLICY PURPOSE AND AIMS

The CCG has legal obligations to the management of stress, under the Health and Safety at Work Act, 1974. Employers must take all reasonable practicable measures to protect the health, safety and welfare of employees at work. Additionally, the Management of Health and Safety at Work Regulations, 1999 require employers to assess health and safety risks, and to introduce prevention and control measures based on those risk assessments.

6 ROLES / RESPONSIBILITIES / DUTIES

6.1 Line Managers responsibilities

- Read and understand the Health and Safety Executive (HSE) Management Standards for Tackling Work Related Stress (Appendix 1), and ensure the standards are understood and being met within their teams.
- Conduct and implement recommendations from risk assessments within their scope of responsibility in the team.
- Ensure good communication between management and employees, particularly where there are organisational and procedural changes.
- Raise awareness of the managing stress policy with new employees during the induction period.
- Ensure employees are clear on their roles and are trained to undertake those roles effectively.
- Monitor workloads to ensure that employees are not overloaded.
- Monitor and address sickness absence in line with managing sickness absence policy and ensure that return-to-work interviews are completed.
- Monitor working hours and overtime to ensure that employees are not overloaded, including travel.
- Monitor holidays to ensure that employees are taking their full entitlement.
- Attend training as required in good management practice and health and safety guidance.
- Offer appropriate support following critical incidents

- Help employees maintain a healthy work life balance, being perceptive and sensitive and offering appropriate support to members of employees who experience stress outside of work, e.g. bereavement or separation.
- Ensure that employees who may be suffering from stress are aware of the self-referral option and counselling service offered by Occupational Health to employees.
- Encourage self-referrals to Occupational Health or other specialist agencies as required.
- Provide Trade Union representatives with reasonable paid time away from normal duties to attend any training relating to workplace stress.

6.2 Occupational Health Responsibilities

- Support individuals who have been off sick with stress and advising them and their managers on a planned return to work and any underlying work-related causative factors, with the employee's consent.
- Carry out Pre-employment checks during Recruitment to provide medical clearance and support for new recruits that may be at risk. Provide relevant information and advice to the manager on how best to manage the individual at the workplace and any adjustment or approach required.
- Provide an external counselling service and refer employees to workplace counsellors or specialist agencies as required.
- Contribute to monitoring and reviewing the effectiveness of measures to reduce stress and effectiveness of the stress management policy.
- Provide data on the number of stress related referrals to the CCG Health and Safety Lead.
- Provide support and advice on the implementation of actions arising from stress risk assessments.
- Advise managers of those who are referred to Occupational Health when they fall within the Equality Act as a disability due to a stress-related condition.

6.3 Health & Safety Lead Responsibilities

- Provide support to management in implementing a stress risk assessment.
- Contribute to monitoring and reviewing the effectiveness of measures to reduce stress.
- Inform the CCG Senior Management Team of any changes or developments in the field of stress.

6.4 Workforce Team Responsibilities

- Provide support and guidance to managers in applying this policy and procedure.
- Take a lead role in monitoring the effectiveness of measures to address stress by for example, co-ordinating the employee survey action plan, collating sickness absence statistics and identifying trends in information produced relating to the potential primary causes of stress.

- Provide management and leadership development programmes and training, to include training on recognising and managing stress for employees, as appropriate.
- Provide continuing support to managers and employees in a changing environment and encouraging referral to occupational health and the counselling service as and where appropriate.
- Produce monthly sickness absence reports, including stress and anxiety for each department and liaise with and support managers in managing cases.

6.5 Employee responsibilities

- Take care of their own health and safety at work and others including maintaining and improving their own physical and mental health.
- Raise issues of concern with line manager, or if the source of pressure is your line manager, talk to your trade union representative or employee representative or workforce team.
- Help to identify factors which may cause excessive stress and discuss these with their manager, if appropriate. Take action to address these factors where possible.
- Accept opportunities for support where recommended and/or available.
- Take the opportunity of the service offered by Occupational health to self-refer for counselling should this be appropriate for either work related or non-work related stress.

7 IMPLEMENTATION

The CCG Senior Management Team is responsible for formal approval and monitoring compliance with this policy. Following ratification the policy will be disseminated to staff via the organisation's intranet.

8 TRAINING AND AWARENESS

This Policy will be available to view on the CCG website. Training and support will be available to all line managers in the implementation and application of this policy.

9 MONITORING AND AUDIT

The implementation of this policy will be audited on a regular basis and reported to the CCG Senior Management Team.

10 POLICY REVIEW

This policy will be reviewed every three years by the Workforce team in conjunction with operational managers and trade union representatives. Earlier review may be required in response to exceptional circumstances, organisational change or relevant changes in legislation or guidance. Where review is necessary due to legislative change, this will happen immediately.

PART 2 – PROCEDURE

1 Principles

The procedural section of this Policy and Procedure is concerned with the process of risk assessments. Where Managers are concerned about an individual's level of stress or several employees in a department, e.g. highlighted by high sickness absence, high turnover, stress documented by a General Practitioner, changes in behaviour etc., they should follow the process below.

2 Stress Risk Assessment Process – Management of Health and Safety at Work Regulations

2.1 MSWRS Step 1 : Identifying the hazards

The hazards of work-related stress can be identified using the HSE Management Standards listed in Appendix 1. The standards cover six key areas and each standard provides statements about good management practice in each of the areas. It is a requirement under the Management of Health and Safety at Work regulations (MSWRS) to conduct risk assessments. Managers must identify 'hot-spots' by undertaking a systematic risk assessment using the HSE Management Standards. Each of the six factors does not always operate singly, often they combine or interact.

2.2 MSWRS Step 2 : Decide who may be harmed and how

Where Managers are concerned about an individual's level of stress or several employees in a department, e.g. highlighted by high sickness absence, high turnover, stress documented as the reason for absence by a General Practitioner, etc., they should refer to Appendix 2 and flow chart for managers in section 11. Employees can also refer to the flow chart for employees in section 11 for guidance.

Where the stressor is believed to be work-related, the Manager should liaise with the nominated HR Lead to ensure that the HSE Management Standards Indicator Tool (Appendix 1) is completed. The questionnaire is made up of 35 items that ask about 'working conditions' that are well known to be potentials for work-related stress. These working conditions correspond to the six stressors of the Management Standards. The employee answers according to how they feel about these aspects of their work.

Attention is drawn to the facility for the individual to discuss the completed Stress Risk Assessment with a nominated person other than their Manager if this is appropriate.

The responses to the questionnaire can be entered into the HSE online Analysis tool: <http://www.hse.gov.uk/stress/standards/pdfs/analysistool.xls> The Analysis Tool computes an average figure for each of the six Management Standards.

In the event that the identified stress is allegedly caused by the Manager then the nominated Manager supporting the employee should forward the Risk Assessment Tool to the Workforce Department.

A copy of the questionnaire (and results of the online tool if used) should then be placed in the individual's personal file.

2.3 MSWRS Step 3 : Evaluate the risk and take action

The MSWRS approach directs the manager to both evaluate the risk and take action. The manager should :

- Consult with the employee/s to discuss problem area/s in more detail.
- Work in partnership with employees and their representatives to develop an action plan.
- Ensure that issues affecting employee/s are addressed.
- Feedback results to employee/s, with a commitment to follow-up.
- Record what you have done.

2.4 MSWRS Step 4 : Record your findings

If the indicator tool results identify area/s of concern, an action plan to address the issues identified as potential stressors by employees or employee groups should be compiled. The online analysis tool will give a 'score' of each area of the management standards. The action plan should include:

- What the problem is
- How the problem was identified
- What will be done in response
- How this solution was arrived at
- Who is responsible for the delivery of the plan/target
- Timescales of the plan/target
- A commitment to provide feedback to employee/s on progress
- A date for reviewing the plan

The action plan needs to be agreed with employees, senior management and employee representatives. The final plans should be shared with employee/s. There is an action plan template available at www.hse.gov.uk

2.5 MSWRS Step 5 : Monitor and review

The action plan should be monitored and reviewed when there is a significant change, an accident and annually to ensure that the actions are being completed. The HSE recommend that one way to measure progress is to use follow up surveys after a period of time. This would be as well as any arrangements that have been established to talk about stress on a regular basis.

3 DEFINITION AND REFERENCES

The policy and procedure has been developed with reference to Health and Safety Executive (HSE) publications which can be accessed via the HSE website: www.hse.gov.uk and also the NHS Employers Guidance on Prevention and Management of Stress at Work, which can be accessed via the website: [NHS Employers](http://NHSEmployers). It has also been developed in partnership working with Trade Union representatives and the Health & Safety team.

3.1 What is Stress?

There is a difference between stress and pressure. We all experience pressure on a daily basis, and need it to motivate us and enable us to perform at our best. It's when we experience too much pressure without the opportunity to recover that we start to experience stress.

The Health and Safety Executive (HSE) define stress as “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 which can be detrimental to health.

We can all feel stressed at times when we feel as though everything becomes too much, when things get on top of us, or when we feel as though we are unable to cope. It affects us in different ways at different times and is often the result of a combination of factors in our personal and working lives.

The HSE breaks down the term stress into 6 key areas or ‘potential primary’ stressors, these are :

- **Demands:** includes issues like workload, work pattern and the work environment;
- **Control:** includes how much say the person has in the way in which they do their work;
- **Support:** includes the encouragement, sponsorship and resources provided by the CCG, line management and colleagues;
- **Relationships:** includes promoting positive working to avoid conflict and dealing with unacceptable behaviour;
- **Role:** includes whether people understand their role within the CCG and whether the CCG ensures that the employee does not have conflicting roles;
- **Change:** includes how the CCG and its line managers manage and communicate the change process. (See Appendix 1 for further details)

Stress can either be work related or caused by personal circumstances, but in either case this can impact on the workplace and the performance of the individual at work.

References

Health and Safety at Work Act 1974

Management of Health and Safety at Work Regulations 1999

Health and Safety Executive – Work-Related Stress: www.hse.gov.uk/stress

NHS Employers Guidance on Prevention and Management of Stress at Work: [NHS Employers](#)

The following HaRD CCG HR policies are available on the intranet; recruitment and selection, absence management and managing work performance.

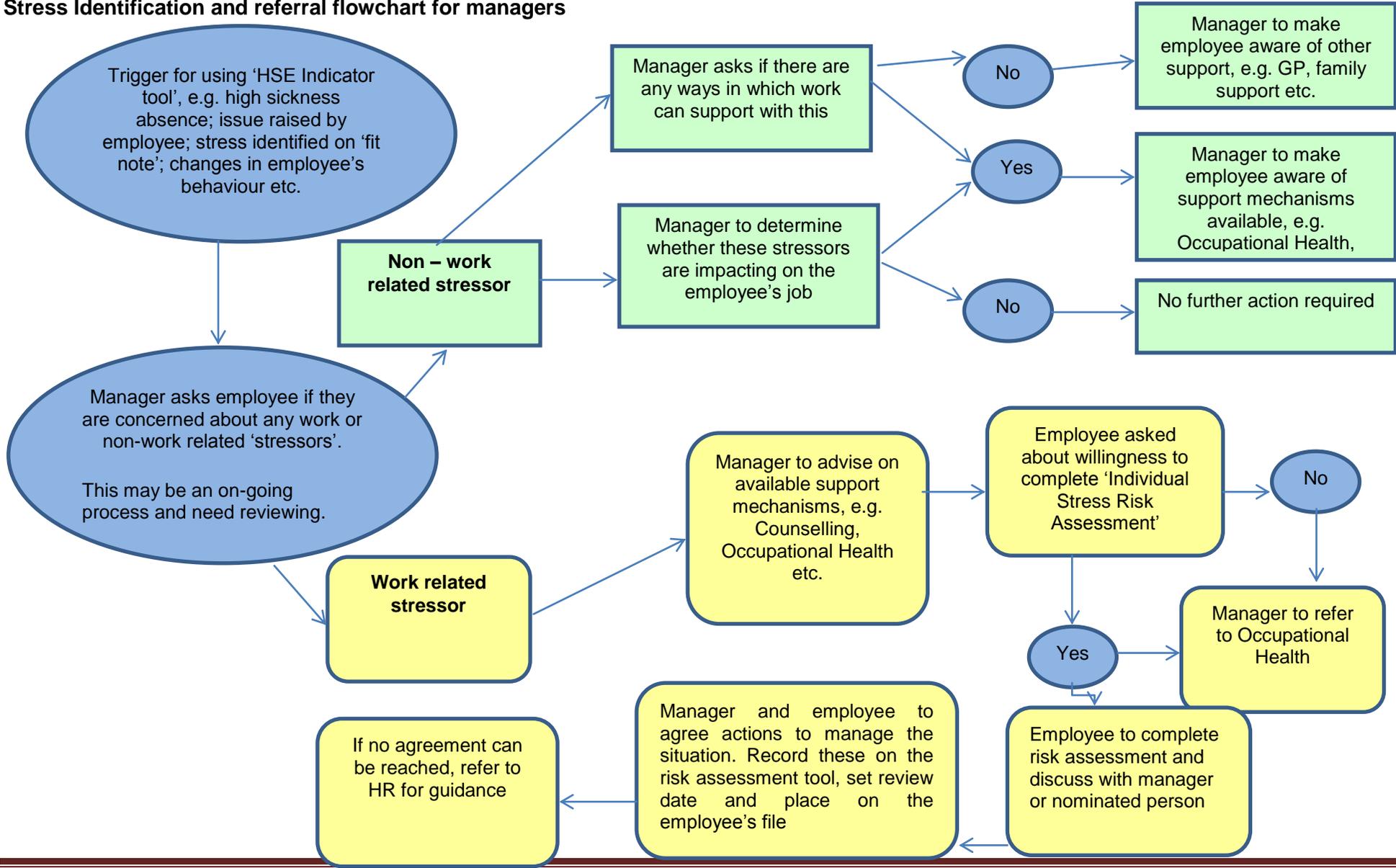
4.0 APPEAL PROCESS

If employees have any concerns about the way in which their case has been dealt with then they have the right to raise a grievance via the Grievance Policy.

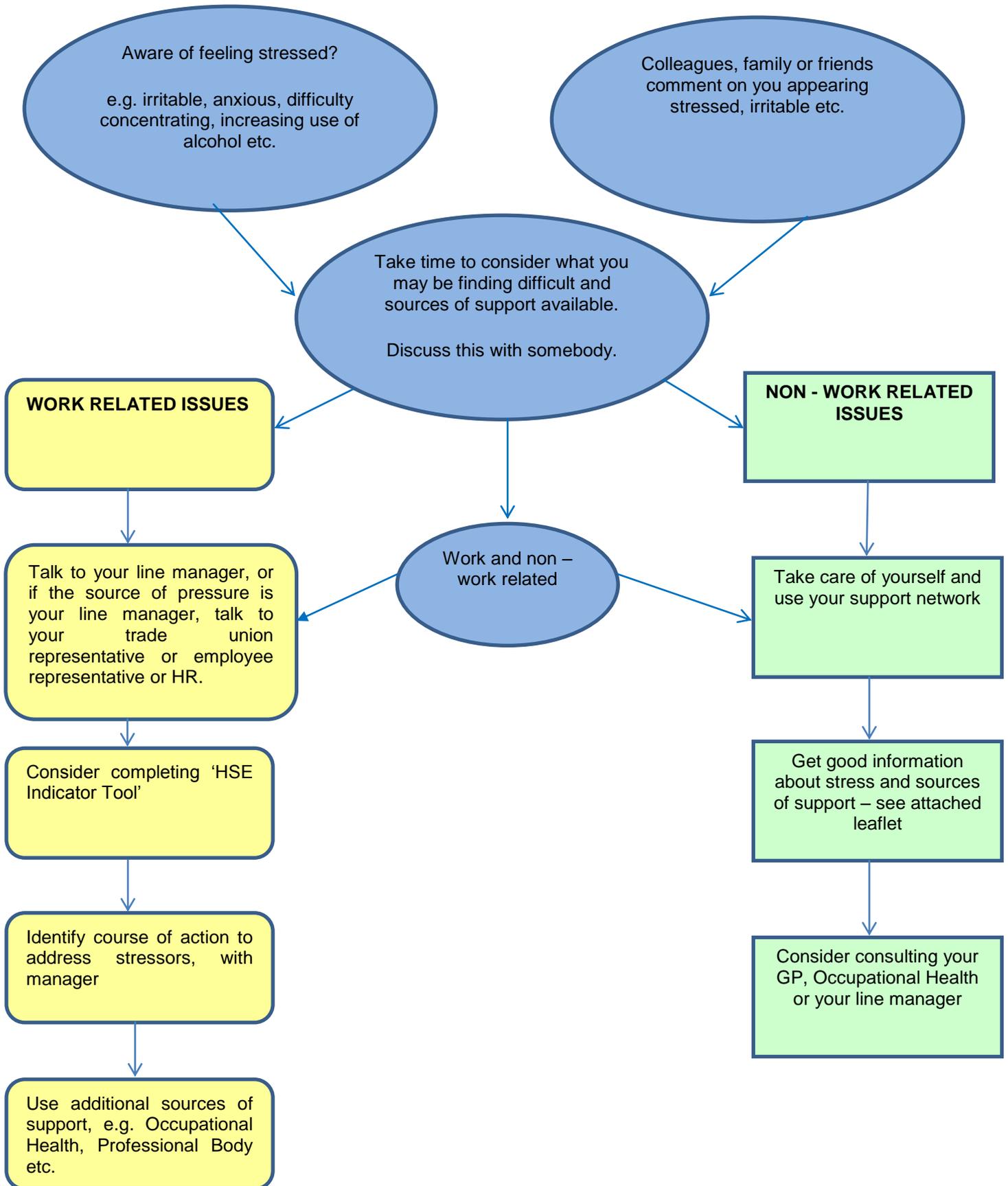
FLOW CHARTS

Stress Identification and referral flowchart for managers
Stress – Where to go for help

Stress Identification and referral flowchart for managers



Stress – Where to go for help



HSE Management Standards

The Management Standards approach has been developed by the Health and Safety Executive (HSE) to reduce the levels of work-related stress reported by British workers.

The standards and supporting processes are designed to:

- Help risk assessment for stress
- Encourage employers, employees and their representatives to work in partnership to address work – related stress throughout the organisation
- Provide a yardstick by which organisation can gauge their performance in tackling the key causes of stress

The Management Standards define the characteristics, or culture, of an Organisation where stress is being managed effectively. They are listed here and can also be found on www.hse.gov.uk/stress/standards along with a comprehensive tool kit.

The Management Standards cover six key areas of work design that, if not properly managed are associated with poor health and wellbeing, lower productivity and increased sickness absence. In other words, the six Management Standards cover the primary sources of stress at work. These are:

1. Demands: Includes issues like workload, work patterns and the work environment

The standard is that :

- Employees indicate that they are able to cope with the demands of their jobs; and
- Systems are in place locally to respond to any individual concerns.

What should be happening/states to be achieved?

- The CCG provides employees with adequate and achievable demands in relation to the agreed hours of work; People's skills and abilities are matched to the job demands; Jobs are designed to be within the capabilities of employees; and
- Employees' concerns about their work environment are addressed.

2. Control: How much say the person has in the way they do their work

The standard is that:

- Employees indicate that they are able to have a say about the way they do their work; and
- Systems are in place locally to respond to any individual concerns.

What should be happening/states to be achieved?

- Where possible, employees have control over their pace of work;
- Employees are encouraged to use their skills and initiative to do their work;
- Where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work;

- The organisation encourages employees to develop their skills;
- Employees have a say over when breaks can be taken; and
- Employees are consulted over their work patterns.

3. Support: Includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues

The standard is that:

- Employees indicate that they receive adequate information and support from their colleagues and superiors;
- Systems are in place locally to respond to any individual concerns.

What should be happening / states to be achieved?

- The organisation has policies and procedures to adequately support employees;
- Systems are in place to enable and encourage managers to support their employees;
- Systems are in place to enable and encourage employees to support their colleagues;
- Employees know what support is available and how and when to access it;
- Employees know how to access the required resources to do their job; and
- Employees receive regular and constructive feedback.

4. Relationships: Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour

The standard is that:

- Employees indicate that they are not subjected to unacceptable behaviours, e.g. bullying at work; and
- Systems are in place locally to respond to any individual concerns.

What should be happening/states to be achieved?

- The CCG promotes positive behaviours at work to avoid conflict and ensure fairness;
- Employees share information relevant to their work;
- The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour;
- Systems are in place to enable and encourage managers to deal with unacceptable behaviour; and
- Systems are in place to enable and encourage employees to report unacceptable behaviour.

5. Role: Whether people understand their role within the CCG and whether the CCG ensures that the person does not have conflicting roles

The standard is that:

- Employees indicate that they understand their role and responsibilities; and
- Systems are in place locally to respond to any individual concerns.

What should be happening / states to be achieved?

- The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible;
- The organisation provides information to enable employees to understand their role and responsibilities;
- The organisation ensures that, as far as possible, the requirements it places upon employees are clear; and
- Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.

6. Change: How organisational change (large or small) is managed and communicated in the organisation

The standard is that:

- Employees indicate that the organisation engages them frequently when undergoing an organisational change; and
- Systems are in place locally to respond to any individual concerns.

What should be happening/states to be achieved?

- The organisation provides employees with timely information to enable them to understand the reasons for proposed changes;
- The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals;
- Employees are aware of the probable impact of any changes to their jobs. If necessary, employees are given training to support any changes in their jobs;
- Employees are aware of timetables for changes;
- Employees have access to relevant support during changes.

Possible Signs, Symptoms and Consequences of Stress

Stress can show itself in many different ways and the signs and symptoms of stress vary from one individual to another. Some of the signs and symptoms may include the following:

Behavioural

Short term

Over indulgence in smoking/alcohol/drugs
Impulsive behaviour/apathy
Errors/accidents
Negative effect on inter-personal skills
Reduced work performance/job loss

Long term

Marital/family breakdown
Smoking/alcohol/drugs abuse

Physical

Short term

Headaches
Backaches
Disturbed sleep patterns/tiredness
Nausea/dizziness
Indigestion
Chest pain

Long term

Heart disease
Hypertension
Ulcers
Poor general health
Insomnia

Emotional

Short term

Anxiety/depression
Lack of motivation
Difficulty in concentrating
Boredom
Low self esteem
Panic attacks

Long term

Chronic depression & anxiety
Neurosis
Mental breakdown
Irritability

Possible consequences of stress in the workplace :

- Reduced motivation and commitment to work
- Reduced morale
- Decreased productivity
- Poor judgement
- Reduced quality of patient care
- Increase in errors and accidents
- Tension and conflict between colleagues
- Increased absenteeism
- High employees turnover
- Effects on home / family life
- Whole teams, department and organisations can suffer from stress in the same way as individuals do.

Hints and Tips which may help you to cope better with stress

If there's a problem that's worrying you, whether personal or professional, our occupational health services may be able to help. These services are available to all staff on a self-referral basis. You can download the self-referral form from the CCG's intranet.

In addition to support available from the Occupational Health department, the following ideas may also help :

- Rest & relaxation – learning to relax
- Take a lunch break away from your work place
- Exercise – take regular exercise.
- Lifestyle – making time for leisure activities and interests
- Talking – talking things through with friends or relatives can help
- Take time to think – thinking time each day can help to manage time and priorities
- Good health – eating sensibly, getting enough rest & avoiding harmful effects of alcohol and tobacco
- Not being afraid to ask for help

Other help is available from the following organisations:

Mind: www.mind.org.uk

Mind provides confidential mental health information services.

Sainsbury Centre for Mental Health: www.scmh.org.uk

Mental Health Foundation: www.mentalhealth.org.uk

Relate: <http://www.relate.org.uk/relationship-help/talk-someone/telephone-counselling>

Relate may be able to provide advice and support where stress is related to any relationship issues

Rethink: www.rethink.org

British Heart Foundation: bhf.org.uk

The BHF produce a useful [booklet](#) which may help you understand the causes of stress and offers useful information and practical tips for reducing stress in your everyday life.

PsychologyOnline is free for UK NHS patients in many areas.

CBT helps people look at:

- How they think about themselves, the world and other people
- How their actions affect their feelings and thoughts

PsychologyOnline is providing online CBT free for NHS patients in the Harrogate and Rural District Area.

Self-referral: Go to www.psychologyonline.co.uk. You need to be registered with a GP in Harrogate and Rural District or resident in the area. Or contact your GP and ask for a referral to IAPT (Improving Access to Psychological Therapies).

Samaritans: www.samaritans.org

Telephone: 01423 525352 (24 hours a day) Email: jo@samaritans.org
Provide confidential, non-judgmental emotional support for people experiencing feelings of distress or despair, including those that could lead to suicide. You can phone, email, write a letter or in most cases talk to someone face to face.

HSE Management Standards Stress indicator tool

<http://www.hse.gov.uk/stress/standards/downloads.htm>

Alternatively, if you cannot access the online version of the stress indicator tool, please contact the workforce team who will be able to provide you with a copy.

1. Equality Impact Analysis									
Policy / Project / Function:	Managing Stress in the Workplace Policy								
Date of Analysis:	August 2015								
This Equality Impact Analysis was completed by: (Name and Department)	CSU Workforce Service								
What are the aims and intended effects of this policy, project or function ?	The aim of this policy is to provide a framework and guidance to managers and employees for the effective prevention and management of stress at work. To develop working practices that reduce or prevent factors which may lead to stress in the workplace and identify support. Reduce sickness absence rates due to stress. Provide a support environment for employee with a view to minimising and reducing work-related stress and support for employees with non-work related stress.								
Please list any other policies that are related to or referred to as part of this analysis?	Annual Leave Policy Maternity, Maternity Support (Paternity), Adoption and Parental Leave Policy Absence Management Policy								
Who does the policy, project or function affect ? Please Tick ✓	<table style="width: 100%; border: none;"> <tr> <td style="width: 80%;">Employees</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td>Service Users</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Members of the Public</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Other (List Below)</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	Employees	<input checked="" type="checkbox"/>	Service Users	<input type="checkbox"/>	Members of the Public	<input type="checkbox"/>	Other (List Below)	<input type="checkbox"/>
Employees	<input checked="" type="checkbox"/>								
Service Users	<input type="checkbox"/>								
Members of the Public	<input type="checkbox"/>								
Other (List Below)	<input type="checkbox"/>								

2. Equality Impact Analysis: Screening

	Could this policy have a positive impact on...		Could this policy have a negative impact on...		Is there any evidence which already exists from previous (e.g. from previous engagement) to evidence this impact
	Yes	No	Yes	No	
Race	✓			✓	In the national NHS staff survey, 39% of white staff and 32% of non-white staff reported suffering work-related stress. However 25% of non-white staff and 9% of white staff reported experiencing discrimination at work which could lead to feeling stressed.
Age		✓		✓	Considered, no impact
Sexual Orientation	✓			✓	In the national NHS staff survey, 38% of heterosexual staff reported suffering work-related stress. 48% of gay males and 43 % of gay females reported feeling stressed. Greater numbers of gay staff also reported experiencing discrimination than heterosexual staff.
Disabled People	✓			✓	In the national NHS staff survey, 53% of disabled and 35% of non-disabled staff reported suffering work-related stress. Those with a mental health condition may be more vulnerable to stress and anxiety due to their condition. Some physical conditions such as epilepsy can be triggered by stress.
Gender		✓		✓	Considered, no impact
Transgender People	✓			✓	Whilst there is no NHS survey data to support this, employees who undergo a gender transition may be more vulnerable to stress and anxiety due to this major life-transformation. The May 2013 EU on-line LGB&T survey of 93,000 European participants, revealed that some 35% of transgender respondents

					had been attacked or threatened with violence within the past five years. Additionally, 29% said they had suffered discrimination at work or whilst seeking employment.
Pregnancy and Maternity	✓			✓	Employees who are pregnant may be more vulnerable to stress and anxiety due their pregnancy or when they return to work.
Marital Status	✓			✓	Whilst there is no specific data, it is possible that those in a civil partnership might have similar issues as the sexual orientation protected characteristic.
Religion and Belief	✓			✓	Whilst the NHS staff survey does not show any particular evidence of work related stress for staff who follow a religion or belief compared to those who do not, the number of staff who have reported discrimination in religious groups is higher.
Reasoning	The policy would help to provide a framework to identify those at risk in the above areas and provide support in accordance with Occupational Health advice.				
If there is no positive or negative impact on any of the Nine Protected Characteristics go to Section 7					

3. Equality Impact Analysis: Local Profile Data

Local Profile/Demography of the Groups affected as at Jan 2015	
General	Total number of employees in the CCG is 28
Age	75% are aged 30-55 21.43% of staff are over 55 3.57% of staff are under 30
Race	89.29% staff employed in the CCG are White 3.57% staff are Black 3.57% staff are Asian 3.57% of staff have are not stated/undefined their ethnicity
Sex	46.43% staff employed are male 53.57% staff employed are female
Gender reassignment	No information at this stage
Disability	89.29% of staff employed declared themselves as having no disability 10.71% did not declare /undefined No staff have declared a disability
Sexual Orientation	89.29% of staff described themselves as heterosexual 10.71% did not wish to respond /undefined
Religion, faith and belief	Christianity is the largest religious group declared by staff in the CCG (50%) 25% declared themselves Atheist 17.87% were undefined or did not wish to declare 3.57% of staff have other beliefs/religious beliefs 3.57% of staff declared themselves Buddhist
Marriage and civil partnership	78.58% of employees are married. No employees are in a civil partnership. 3.57% of staff did not wish to declare. The remainder (17.85%) are single/divorced/legally separated or widowed
Pregnancy and maternity	No information yet as the CCG has not been established long enough to build meaningful data

4. Equality Impact Analysis: Equality Data Available

<p>Is any Equality Data available relating to the use or implementation of this policy, project or function?</p> <p>Equality data is internal or external information that may indicate how the activity being analysed can affect different groups of people who share the nine <i>Protected Characteristics</i> – referred to hereafter as ‘<i>Equality Groups</i>’.</p> <p>Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <ol style="list-style-type: none"> 1. Application success rates <i>Equality Groups</i> 2. Complaints by <i>Equality Groups</i> 3. Service usage and withdrawal of services by <i>Equality Groups</i> 4. Grievances or decisions upheld and dismissed by <i>Equality Groups</i> 5. <i>Previous EIAs</i> 	<p>Yes <input checked="" type="checkbox"/> Staff profile data</p> <p>No <input type="checkbox"/></p> <p>Where you have answered yes, please incorporate this data when performing the <i>Equality Impact Assessment Test</i> (the next section of this document).</p>
<p>List any Consultation e.g. with employees, service users, Unions or members of the public that has taken place in the development or implementation of this policy, project or function</p>	<p>Consultation has taken place both locally with Trade Unions and staff</p>
<p>Promoting Inclusivity How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation</p>	

5. Equality Impact Analysis: Assessment Test

What impact will the implementation of this policy, project or function have on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

Protected Characteristic:	No Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification where a <i>Genuine Determining Reason</i> exists
Gender (Men and Women)	✓			Considered – no impact
Race (All Racial Groups)		✓		In the national NHS staff survey, 39% of white staff and 32% of non-white staff reported suffering work-related stress. However 25% of non-white staff and 9% of white staff reported experiencing discrimination at work which could lead to feeling stressed.
Disability (Mental and Physical)		✓		In the national NHS staff survey, 53% of disabled and 35% of non-disabled staff reported suffering work-related stress. Those with a mental health condition may be more vulnerable to stress and anxiety due to their condition. Some physical conditions such as epilepsy can be triggered by stress.
Religion or Belief		✓		Whilst the NHS staff survey does not show any particular evidence of work related stress for staff who follow a religion or belief compared to those who do not, the number of staff who have reported discrimination in religious groups is higher.
Sexual Orientation (Heterosexual, Homosexual and Bisexual)		✓		In the national NHS staff survey, 38% of heterosexual staff reported suffering work-related stress. 48% of gay males and 43 % of gay females reported feeling stressed. Greater numbers of gay staff also reported experiencing discrimination than heterosexual staff.
Pregnancy and Maternity		✓		Employees who are pregnant may be more vulnerable to stress and anxiety due their pregnancy or when they return to work.

What impact will the implementation of this policy, project or function have on employees, service users or other people who share characteristics protected by <i>The Equality Act 2010</i> ?				
Protected Characteristic:	No Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification where a <i>Genuine Determining Reason</i> exists
Transgender		✓		Whilst there is no NHS survey data to support this, employees who undergo a gender transition may be more vulnerable to stress and anxiety due to this major life-transformation. The May 2013 EU on-line LGB&T survey of 93,000 European participants, revealed that some 35% of transgender respondents had been attacked or threatened with violence within the past five years. Additionally, 29% said they had suffered discrimination at work or whilst seeking employment.
Marital Status		✓		Whilst there is no specific data, it is possible that those in a civil partnership might have similar issues as the sexual orientation protected characteristic.
Age	✓			Considered – no impact

6. Action Planning

As a result of performing this analysis, what actions are proposed to remove or reduce any risks of adverse outcomes identified on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

Identified Risk:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:

7. Equality Impact Analysis Findings

Analysis Rating:	✓ Red	✓ Red/Amber	Amber	✓ Green
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		Actions	Wording for Policy / Project / Function
Red Stop and remove the policy	Red: As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . It is recommended that the use of the policy be suspended until further work or analysis is performed.	Remove the policy Complete the action plan above to identify the areas of discrimination and the work or actions which needs to be carried out to minimise the risk of discrimination.	No wording needed as policy is being removed
Red Amber Continue the policy	As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . However, a genuine determining reason may exist that could legitimise or justify the use of this policy and further professional advice should be taken.	The policy can be published with the EIA List the justification of the discrimination and source the evidence (i.e. clinical need as advised by NICE). Consider if there are any potential actions which would reduce the risk of discrimination. Another EIA must be completed if the policy is changed, reviewed or if further discrimination is identified at a later date.	As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . However, a genuine determining reason exists which justifies the use of this policy and further professional advice. <i>[Insert what the discrimination is and the justification of the discrimination plus any actions which could help what reduce the risk]</i>

Equality Impact Findings (continued):

		Actions	Wording for Policy / Project / Function
<p>Amber</p> <p>Adjust the Policy</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p>	<p>The policy can be published with the EIA</p> <p>The policy can still be published but the Action Plan must be monitored to ensure that work is being carried out to remove or reduce the discrimination.</p> <p>Any changes identified and made to the service/policy/ strategy etc. should be included in the policy.</p> <p>Another EIA must be completed if the policy is changed, reviewed or if further discrimination is identified at a later date.</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p> <p><i>[Insert what the discrimination is and what work will be carried out to reduce/eliminate the risk]</i></p>
<p>Green</p> <p>No major change</p>	<p>As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>	<p>The policy can be published with the EIA</p> <p>Another EIA must be completed if the policy is changed, reviewed or if any discrimination is identified at a later date</p>	<p>As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>

Brief Summary/Further comments	
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Approved By		
Job Title:	Name:	Date:

Sustainability Impact Assessment

Staff preparing a policy, Governing Body (or Sub-Committee) report, service development or project are required to complete a Sustainability Impact Assessment (SIA). The purpose of this SIA is to record any positive or negative impacts that this is likely to have on sustainability.

Title of the document	Managing Stress in the Workplace Policy
What is the main purpose of the document	To provide a framework and guidance to managers and employees for the effective prevention and management of stress at work. To develop working practices that reduce or prevent factors which may lead to stress in the workplace and identify support mechanisms in place for managing stress
Date completed	August 2015
Completed by	Workforce Team

Domain	Objectives	Impact of activity Negative = -1 Neutral = 0 Positive = 1 Unknown = ? Not applicable = n/a	Brief description of impact	If negative, how can it be mitigated ? If positive, how can it be enhanced ?
Travel	Will it provide / improve / promote alternatives to car based transport? Will it support more efficient use of cars (car sharing, low emission vehicles, environmentally friendly fuels and technologies)? Will it reduce 'care miles' (telecare, care closer) to home? Will it promote active travel (cycling, walking)? Will it improve access to opportunities and facilities for all groups?	n/a		
Procurement	Will it specify social, economic and environmental outcomes to be accounted for in procurement and delivery? Will it stimulate innovation among providers of services related to the delivery of the organisations' social, economic and environmental objectives?	n/a		

	<p>Will it promote ethical purchasing of goods or services?</p> <p>Will it promote greater efficiency of resource use?</p> <p>Will it obtain maximum value from pharmaceuticals and technologies (medicines management, prescribing, and supply chain)?</p> <p>Will it support local or regional supply chains?</p> <p>Will it promote access to local services (care closer to home)?</p> <p>Will it make current activities more efficient or alter service delivery models</p>			
Facilities Management	<p>Will it reduce the amount of waste produced or increase the amount of waste recycled?</p> <p>Will it reduce water consumption?</p>	n/a		
Workforce	<p>Will it provide employment opportunities for local people?</p> <p>Will it promote or support equal employment opportunities?</p> <p>Will it promote healthy working lives (including health and safety at work, work-life/home-life balance and family friendly policies)?</p> <p>Will it offer employment opportunities to disadvantaged groups?</p>	1	Promotes healthy working lives, including health and safety	
Community Engagement	<p>Will it promote health and sustainable development?</p> <p>Have you sought the views of our communities in relation to the impact on sustainable development for this activity?</p>	n/a		
Buildings	<p>Will it improve the resource efficiency of new or refurbished buildings (water, energy, density, use of existing buildings, designing for a longer lifespan)?</p> <p>Will it increase safety and security in new buildings and developments?</p> <p>Will it reduce greenhouse gas emissions from transport (choice of mode of transport, reducing need to travel)?</p>	n/a		

	Will it provide sympathetic and appropriate landscaping around new development? Will it improve access to the built environment?			
Adaptation to Climate Change	Will it support the plan for the likely effects of climate change (e.g. identifying vulnerable groups; contingency planning for flood, heat wave and other weather extremes)?	n/a		
Models of Care	Will it minimising 'care miles' making better use of new technologies such as telecare and telehealth, delivering care in settings closer to people's homes? Will it promote prevention and self-management? Will it provide evidence-based, personalised care that achieves the best possible outcomes with the resources available? Will it deliver integrated care, that co-ordinate different elements of care more effectively and remove duplication and redundancy from care pathways?	n/a		