



**HEALTH & WELLBEING
POLICY & PROCEDURE**

Health & Wellbeing Policy

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1. Introduction

The University is committed to promoting a supportive climate and a healthy working environment and culture where employees can access the appropriate support when experiencing the effects of physical or mental health conditions. The University is also committed to encouraging employees to achieve a healthy work life balance.

2. Definition of health and wellbeing

Health and wellbeing is defined as a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity. Overall health is achieved through a combination of physical, mental, emotional, and social wellbeing.

3. Legal Context

The University has a general duty under the Health and Safety at Work etc. Act 1974 to ensure so far as is reasonably practical the health, safety and welfare of its employees and those who may be affected by University operations. This extends to taking reasonable care to ensure that health is not put at risk through excessive and sustained levels of stress arising from work activities i.e. to treat stress like any other health hazard.

4. Commitment Statement

The University will provide:

- A safe and healthy working environment;
- Access to occupational health advice and medical referrals where required;
- Health surveillance for those staff working with hazardous substances;
- Access to a confidential counseling service for staff for either work or personal issues;
- Regular health promotion information resources and activities;
- Development for managers on preventing, recognising and managing and supporting mental health issues; and
- Information and training to enable staff to develop their skills and experience and maximise their contribution to the University.

5. Responsibilities

5.1 All Managers

Managers have a critical role in the implementation of this Policy and Procedure within their respective School or Professional Service, in particular promoting a supportive and inclusive environment, which includes:

- Regular and consistent communication with staff, ensuring that there are sufficient opportunities for individuals to raise any health or wellbeing matters with their line manager;

- Encouraging staff to maintain a positive work life balance;
- Signposting staff to health and wellbeing information, resources or support services as appropriate;
- Ensuring reasonable adjustments are in place where the Equality Act applies;
- Encouraging staff to engage with health promotion and wellbeing development events;
- In conjunction with staff, undertaking a stress risk assessment where there is a risk of work related stress arising, or where there are early indicators of stress;
- Ensuring that staff are fully trained to discharge their duties and that they are provided with meaningful development opportunities;
- Considering the impact of any change in working practices, reporting structures or any other significant events (such as an ongoing investigation or consultation);
- Proactively managing any periods of absence as per the Absence Management Policy; and
- Seeking advice from HR where further support is required in health and wellbeing matters.

5.2 Employees

All employees have a duty to minimise excessive pressures and demands by behaving responsibly, acting reasonably and reporting any concerns regarding health and wellbeing to their line manager. They are also responsible for:

- Raising health and wellbeing related matters with their Line Manager, Health & Safety Representative or Human Resources;
- Identifying and engaging with development opportunities relevant to their role;
- Ensuring that a positive work life balance is maintained;
- Accessing health and wellbeing information, resources or support services as appropriate; and
- Engaging with the stress risk assessment process, including the action plan.

5.3 Trade Union Safety Representatives

Health and Safety Representatives should be consulted on any changes to work practices or work design that could precipitate stress. They should be involved in the risk assessment process and be allowed access to collective and anonymous data from HR (where appropriate). Their responsibilities are as follows:

- To consult with members on the issue of stress including conducting any workplace surveys;
- Undertake development relating to workplace stress with paid time away from normal duties to attend; and
- Conduct joint inspections of the workplace to ensure that environmental stressors are properly controlled.

5.4 The Role of Occupational Health

The role of Occupational Health is to provide specialist advice to the University in relation to individual health and wellbeing issues. The Occupational Health team also provides Health Surveillance and health promotion activities.

5.5 Human Resources

The role of Human Resources is primarily to give guidance to managers on the Health and Wellbeing Policy and Procedure, other duties include:

- Monitoring the effectiveness of the Health & Wellbeing Policy and Procedure;
- Ensuring that, where appropriate, employees are referred to Occupational Health;
- Supporting individuals who have been absent, advising and supporting them and their management on an appropriate return;
- Supporting managers who have ongoing challenges in relation to employee performance or disciplinary management;
- Informing the University Health, Safety & Wellbeing Committee of any changes and developments in health and wellbeing; and
- Providing learning and development resources for all staff relating to health and wellbeing.

6. Evaluation and Review

This Policy will be reviewed every 2 years and received by the University Health, Safety & Wellbeing Committee.

PROCEDURE

7. Occupational Health

The University's core Occupational Health provision, which includes advice and medical health referrals, is provided by:

- **The Robens Institute, Guildford; and**
- **PHC Ltd, 20/20 Business Park, Maidstone.**

Access to the Occupational Health Service should be made via the Human Resources Department. An Occupational Health Referral is recommended in the following circumstances;

- (a) In cases of long-term absence (greater than 20 days) or repeated periods of short-term absence;
- (b) Where an individual has been involved in a workplace accident/ill health; and
- (c) Where a temporary or permanent health condition or disability has been declared.

Whilst the above examples are provided to assist, it is important to note that an Occupational Health Referral may be required in other situations, and may also be at the request of a manager/employee for reasons that may not be disclosed.

The general purpose of the Occupation Health referrals is to:

- (a) Assess the impact of any medical/health conditions;
- (b) Consider whether the individual is fit for work / able to return to work;
- (c) Prognosis of medical/health condition;
- (d) Any restrictions on the type of activities/work to be undertaken; and
- (e) Define the support or adjustments required.

Occupational Health Referrals are arranged via Human Resources. Any reports from Occupational Health will be treated confidentially and any recommendations will be communicated to the individual and Line Manager as appropriate.

8. Health Surveillance

Under the Control of Substances Hazardous to Health 2002, the University will provide a range of health surveillance tests for those staff who regularly work with hazardous substances. Health surveillance will take place every 1-2 years and will be arranged via Human Resources. In between this time, staff who experience any health symptoms which they consider having arisen from work with hazardous substances should be discussed with their Line Manager as soon as possible.

Health surveillance include;

- (a) Lung function tests;
- (b) Skin checks; and
- (c) Audiometric testing.

Line Managers, in consultation with the Health and Safety Manager will identify those staff relevant for health surveillance testing and will be invited accordingly. Results from the health surveillance will be forwarded to the individual staff member, and a copy of the results will be retained by Human Resources.

9. Mental Health

One in four people in the UK will have a mental health problem at some point. While mental health problems are common, most are mild, tend to be short-term and are normally successfully treated, with medication, by a GP.

Mental health is about how individuals think, feel and behave. Anxiety and depression are the most common mental health problems. They are often a reaction to a difficult life event, such as bereavement, but can also be caused or contributed to by work-related issues.

This Policy refers to work-related stress but where such stress is prolonged it can lead to both physical and psychological damage, including anxiety and depression.

Work can also aggravate pre-existing conditions, and problems at work can bring on symptoms or make their effects worse.

Whether work is causing the health issue or aggravating it, the University has a legal responsibility to help employees. Work-related mental health issues must to be assessed to measure the levels of risk to staff. Where a risk is identified, steps must be taken to remove it or reduce it as far as reasonably practicable.

Some staff will have a pre-existing physical or mental health condition when recruited or may develop one caused by factors that are not work-related factors.

The University will promote positive and early conversations around mental health, and the University provides Mental Health First Aid training which can be accessed via Learning and Development. Furthermore, there is a suite of resources which support Mental Health First Aid which can be accessed via the myLearning section on [myUCA](#).

Information in relation to how to access the Mental Health First Aid service, and the individuals who would be able to provide that service, can be obtained on a confidential basis via the University's HR department at 01252 892790.

10. Counselling Service

The University offers a confidential Counselling Service which is available to all University Employees and any member of their immediate family who permanently live with them.

Any employees wishing to use this service can quote the University policy number (which is TT 8212 4903) and phone:

0117 934 2121

Onward referral to a relevant voluntary and/or professional service may be made where appropriate. If you have any queries about this service, please contact the Human Resources team on 01252 892674.

Further sources of support can be found at the end of this Policy.

11. Health & Wellbeing Promotion & Tools

[myCommunity](#) provides an online platform for enhancing and promoting community and wellbeing. Human Resources will arrange a programme of campaigns and events throughout the year which support the work of charities and organisations who promote healthy lifestyle choices.

Wellbeing self-assessment tools can be a helpful way for us to check if we are effectively managing our own physical and mental health and get advice on how we could choose to make improvements.

Below are links to three self-assessment tools that will enable you to learn more about your health and your resilience. Each tool can provide individuals with tailored feedback along with guidance and recommendations.

[How Are You?](#)

The quiz asks questions about health behaviours (e.g. physical activity, diet, smoking) to let you know how you are. It takes about 5-10 minutes to complete and provides links to useful resources, such as apps and web resources.

[How Resilient Are You?](#) This quiz helps to assess how resilient individuals are and provides advice and guidance to become more resilient. It takes 5-10 minutes to complete.

[i-resilience](#) This can be used alongside the [How Resilient Are You?](#) if individuals would like to get a deeper understanding of your resilience and how you might respond to workplace pressures based on an individual's resilience profile. It takes around 10-15 minutes to complete.

Where staff take active steps to look after their wellbeing, this can help individuals deal with pressure, and reduce the impact that stress has on their life. This is sometimes called developing emotional resilience. Resilience is not just someone's ability to bounce back, but also their capacity to adapt in the face of challenging circumstances, whilst maintaining a stable mental wellbeing. Resilience isn't a personality trait – it's something that we can all take steps to achieve ([Mind.org.uk](#)).

All of these tools are external and publically available with their own privacy policies. The University for the Creative Arts does not have access to any information that you enter into these tools.

12. International Travel

Before staff undertaking international travel, the [NHS Fit For Travel](#) website should be consulted for destination specific immunisation advice. Staff should arrange to see their GP at least six-eight weeks before they are due to travel as some vaccinations need to be given well in advance.

The NHS offer some vaccinations free of charge, however, the University will reimburse the cost of vaccinations required by the NHS Fit for Travel website and/or GP where the overseas travel is required as part of University business.

A staff expenses form should be submitted, along with the necessary receipt of payment and forwarded to the Human Resources Department.

13. Recognising the symptoms and the effects of stress

Stress is what can be experienced when individuals feel unable to cope with the pressures and demands placed upon them. We can recognise that certain events will cause stress for many people. Some of these events are linked to daily lives in or out of work, some to the workplace and some to the actual job role.

Stress can come from any direction, and sometimes from several sources at once. But it is important to recognise that it is how individuals react that causes stress, as well as the actual event itself. These reactions can be quite different between people experiencing the same event. For example, one person may thrive on deadlines as it gives them something to aim at and helps order their work – another may find them imposing or even threatening.

There are three parts to us as human beings – physical, behavioural and emotional. These often overlap, but we can put symptoms into these categories. The following list of typical symptoms is not exhaustive but does cover many of the common symptoms we can see in staff as reactions to stress. Those experiencing work related stress may experience or exhibit a combination of;

Physical

- Cardiovascular problems (heart, blood pressure, shortness of breath, etc.)
- Headaches and migraine attacks
- Digestive problems (indigestion, ulcers, diarrhea, constipation)
- Dizzy spells
- Muscle tension, leading to conditions such as back pain
- Nervous tension – including sweating, dilated pupils, high adrenalin levels, hot and cold spells, ‘lump in the throat’, ‘butterflies’, panic attacks
- Interrupted sleep patterns
- Skin problems

Behavioral

- Mood swings
- Uncharacteristic behaviour (eg someone who is normally cheerful and loud is quiet and withdrawn)
- Edginess/short temper/hypersensitive
- Nervous laughter/faster speech/fidgeting
- Lack of eye contact
- Restlessness/trembling
- More prone to accidents
- Changes in eating habits (over or under-eating leading in extreme cases to eating disorders such as anorexia)
- Absenteeism
- Low morale – less commitment to the job/less job satisfaction/less concerned
- Difficulty in decision making
- Confusion
- Unreasonable behaviour
- Escapism – alcohol and drug abuse, excessive smoking

Emotional

- Depression or boredom
- Anxiety
- Aggression
- Frustration
- Guilt
- Lack of confidence in self and maybe others
- Lack of self-esteem, even a loss of interest in appearance or personal hygiene
- Loneliness
- Tiredness (body and mind)
- Overwhelmed/unable to cope and eventually 'burn-out'

14. Risk Assessment & Action Plan

There is a legal requirement to assess the nature and scale of risk to the health of staff in order to take the appropriate preventative and proactive steps. [Appendix 1: Risk Assessment & Action Plan](#) should be used as a tool to identify the triggers and potential stress factors. The Risk Assessment should be completed by the individual and Line Manager, it may also be necessary to invite a HR Business Partner and Trade Union Representative, if the individual feels this is appropriate. Once the potential stress triggers have been identified, it is then necessary to assign actions which will endeavor to eliminate or minimise the 'stressors', these arrangements should be agreed by all parties with realistic timescales and subject to regular review.

15. Managing Change

Change is happening all the time. However, it is recognised that dealing with the effects of organisational change can be challenging for those involved. It is important that during times of change, employees are kept up to date with information and managers should liaise directly with Human Resources for detailed advice. Staff should

feel able to approach managers with questions relating to change. Regular and relevant communications from those managing and overseeing the period of change are critical.

16. Managing & Minimising Cases of Stress

The University Stress Risk Assessment (Appendix 1) can be used to identify a number of potential factors that may trigger stress. It is important for managers to understand how these factors impact the working environment, University culture and staff wellbeing.

Managers should be aware of any changes which may be introduced into the team which may affect staff. This could be the introduction of new processes or tasks, a reduction in staff hours which in turn have implications for remaining staff and increased workload. Other triggers may include changes to existing staff responsibilities or interpersonal relationships within Teams or cross Departments or Campuses.

Where symptoms of stress are identified either by the Line Manager, other team members or raised by the individual concerned, the Manager should meet with the individual to discuss the potential triggers and what can be reasonably implemented to try and reduce any work-related stressors and or cope with the effects of personal/home life related issues.

Where staff have been absent from work owing to a stress related illness, a return to work plan should be agreed between the individual concerned, the Line Manager and Human Resources; in addition to completion of the Stress Risk Assessment. The return to work may be phased and increased over a period of time and may be with additional measures in place as identified via the Individual Stress Risk Assessment.

17. Stress Solutions

Communication is essential in resolving stress whether it is work related or not. Managers are encouraged to discuss their concerns with staff directly in a safe environment and in a sensitive manner. In trying to alleviate stress managers should consider the following options:

- Flexible Working – temporary changes to working hours, advice should be sought from HR before anything is agreed. Permanent changes must be made through the flexible working procedure.
- Counselling Service – Details available via the staff portal or from HR.
- Temporary redistribution of work (where there is capacity).
- Referral to Occupational Health via Human Resources
- Identify development needs and ensure that support is provided.
- Enrolment on Mentoring Scheme (Contact Learning and Development).

Ongoing review of solutions is critical; this will help ensure that the individual remains supported and that the success of the any additional control measures is evaluated and reviewed. Human Resources are available to support managers throughout this process and can liaise with Occupational Health for any medical referrals.

18 Further Information & Useful Contacts

INTERNAL

- [Counselling Service](#)
- [University Absence Policy & Procedure](#)
- [University Flexible Working Policy & Procedure](#)
- [Mental Health Resources](#)
- [Performance Development Review Policy](#)
- [myCommunity](#)
- Learning Resources on [myUCA](#)
- Human Resources – ext. 1494
- Health and Safety Manager – ext. 2657

MANAGERS

[How to Promote Wellbeing & Tackle the Causes of Work-Related Mental Health Problems \(MIND\)](#)

[Mental Health in the Workplace \(ACAS\)](#)

[Managing Staff Experiencing Mental Ill Health \(ACAS\)](#)

[Wellness Action Plans \(A Guide from MIND\)](#)

[Stress Management \(HSE\)](#)

EXTERNAL

Carers UK Tel: 020 7490 8818

Information and help for the UK's six million carers.

Carers line: 0808 808 7777

Email: info@carersuk.org

Website: www.carersuk.org

Cruse Bereavement Care Tel: 0844 477 9400

Cruse Bereavement Care exists to promote the well-being of bereaved people and to enable anyone bereaved by death to understand their grief and cope with their loss. Services are free to bereaved people.

Website: www.crusebereavementcare.org.uk/

Five Ways to Wellbeing

Website: <http://www.gov.uk/government/publications/five-ways-to-mental-wellbeing>

Health and Safety Executive (HSE)

Website: www.hse.gov.uk/stress

Mind

Offers many services including help lines, drop-in centres, supported housing, counselling, befriending, advocacy, employment and training schemes.

Information line: 0845 766 0163

Email: contact@mind.org.uk

Website: www.mind.org.uk

NHS Direct Tel: 0845 4647

For health advice and information.

Website: www.nhsdirect.nhs.uk

[NHS Moodzone](#)

Remploy offer [Access to free Mental Health Support Services](#)

If you or a colleague would like support, get in touch on 0300 456 8114.

Samaritans

Provides 24-hour, confidential emotional support to any person who is suicidal or despairing.

UK helpline: 0845 790 9090

Website: www.samaritans.org

Appendix 1: Stress Risk Assessment & Action Plan

Name:

School/Department:

Line Manager:

Date of Assessment:

Date for review:

Frequency of review:

| Hazard | Do you consider this a trigger point of your stress? | Comments/Further information | Arrangements to be implemented to reduce stressor? | Responsibilities & Timescales |
|---|--|------------------------------|--|-------------------------------|
| 1. Culture: | | | | |
| 1.1 Do you feel a lack of leadership or common purpose? | YES / NO | | | |
| 1.2 Are you experiencing poor people management skills? | YES / NO | | | |
| 2. Demands: | | | | |
| 2.1 Do you have a work overload? - (i.e. having too much work in the time and resources available, or not having sufficient training, experience or expertise to do the job allocated). | YES / NO | | | |
| 2.2 Do you have a work 'under load'? – Insufficient challenges, boredom, and lack of self worth. | YES / NO | | | |
| 2.3 Are there concerns with your physical working environment? I.e. noise, vibration, temperature, space etc. | YES / NO | | | |
| 2.4 Are you experiencing violence, bullying or harassment in the workplace? YES / NO | YES / NO | | | |
| 3. Control: | | | | |
| 3.1 Do you feel you 'told' what to do or are given insufficient training, resources or clear instruction on what is required of them? | YES / NO | | | |
| 3.2 Do you feel you are unable to participate in shaping the way that things are done? | YES / NO | | | |
| 3.3 Do instructions given by your line manager/other person's conflict with your perception of your role? | YES / NO | | | |

Appendix 1: Stress Risk Assessment & Action Plan

Name:

School/Department:

Line Manager:

Date of Assessment:

Date for review:

Frequency of review:

| | | | | |
|--|----------|--|--|--|
| 3.4 Do you feel that you are listened to when consulted? | YES / NO | | | |
| 3.5 Are there unbalanced communications; too much on some things and not enough in other areas? | YES / NO | | | |
| 3.6 Are there any issues with your interaction with people, personality conflicts or other interpersonal issues? | YES / NO | | | |
| 3.7 Do you feel a fear, anxiety, and uncertainty and as a result of change? | YES / NO | | | |
| 3.8 Has there been a change relating to job evaluation? | YES / NO | | | |
| 4. Role: | | | | |
| 4.1 Are there any issues around 'role conflict?' i.e. are you torn by conflicting job demands or by doing things you are not confident you can do? | | | | |
| 4.2. Are you given tasks that you do not believe fall within the scope of your job? | YES / NO | | | |
| 4.3 Are there conflicting demands from different managers or groups? | YES / NO | | | |
| 4.4 Do you have a clear picture of your work objectives, expectations of co-workers and management, and the scope and responsibilities of their job? | YES / NO | | | |
| 4.5 Have you received sufficient training to fulfil your role? | YES / NO | | | |
| 5. Other: | | | | |
| 5.1 Are you currently experiencing any personal/home life issues? | YES / NO | | | |
| 5.2 Are there any medical/health issues impacting upon your wellbeing? | YES / NO | | | |
| | | | | |

Appendix 1: Stress Risk Assessment & Action Plan

Name:

School/Department:

Line Manager:

Date of Assessment:

Date for review:

Frequency of review:

Date of Review:

Notes:

Outcomes:

Date of Next Review:

Date of Review:

Notes:

Outcomes:

Date of Next Review:

Date of Review:

Notes:

Outcomes:

Date of Next Review: