



North

Yorkshire County Council

# Managing Stress and Well Being

## A Toolkit for Managers and Employees

*STRESSORS*

PRESSURES

WORKLOAD

EXPECTATIONS OF  
OTHERS

OWN FEELINGS

*ABILITY TO COPE*

EXPERIENCE

SKILLS/TRAINING

MENTAL/PHYSICAL HEALTH

SUPPORT FROM OTHERS



**A MATTER OF BALANCE**

In Partnership with MARSH PLC

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**2004**

Today's working environment is changeable and challenging. All of us are facing new demands and pressures on our time, and frequent change. It is hardly surprising that this sometimes results in personal stress.

The experience of stress varies from person to person, but is never pleasant. It may show itself as a moment of panic, when we wonder if we can cope with all the things we have to do, or it might be a more prolonged feeling of depression or anxiety. If these sound familiar, it is worth taking steps to reduce the pressure, to gain the maximum personal satisfaction from work, and to aim for the highest possible level of physical and mental well being.

North Yorkshire County Council is committed to doing all it can to minimise the stresses of work, and to promote the well being of it's employees. We have to recognise that we cannot create a totally stress-free existence for everyone, but want to ensure that we are sensitive to all the factors that affect individuals at work. For this reason our work on stress is co-ordinated with a range of other Council initiatives. These include our policies on equalities, bullying and harassment, personal safety, health and attendance, employee appraisals, development and training, work life balance, and Investors In People.

The aim of this guide is to:

- Help your understanding of stress and related issues
- Give you the practical tools, support and guidance to enable effective action to tackle stress
- Provide personal and organisational strategies for managing stress
- Point you in the right direction of other support as required

I hope you find this guidance helpful and interesting. If you would like to contribute your own thoughts or experiences to the Council's stress and well being project, please contact your line manager, union or professional association representative or email [personnel.policy@northyorks.gov.uk](mailto:personnel.policy@northyorks.gov.uk). If you would like to speak directly to members of the Council's Stress Management Group, their details are provided in Section 6.

A handwritten signature in black ink, appearing to read 'Jeremy Walker', with a horizontal line underneath.

Jeremy Walker  
Chief Executive

**NORTH YORKSHIRE COUNTY COUNCIL**  
**STRESS AND WELL BEING 'TOOLKIT'**

This toolkit is a basic guide to managing employee stress and well being in North Yorkshire County Council. It gives advice on the steps to consider in a range of circumstances. If it fails to provide the answers you need, you will find references to other sources of information and guidance.

<b>S T R E S S T O O L K I T C O N T E N T S</b>	<b>P A G E</b>
1. <b>What is stress?</b>	4
2. What are the <b>main causes</b> of stress at work?	5
3. What are the <b>warning signs</b> of stress?	6
4. What are the <b>long term effects</b> of stress	7
5. What is the <b>Council's policy</b> on stress?	8
6. Who is the <b>contact</b> on stress and well being in my Directorate?	9
7. What <b>actions</b> is the Council taking to increase well being?	10
8. What does the <b>law</b> say about stress at work?	11
9. What should I do if <b>I feel stressed</b> ?	12
10. What should I do if <b>a colleague is stressed</b> ?	13
11. How can I find <b>help with a problem</b> ?	14
12. What <b>training</b> is available on stress management?	15
13. What is the <b>case management approach</b> ?	16
14. How do we undertake <b>stress risk assessments</b> ?	18
15. What is the format for a <b>workplace stress risk assessment</b> ?	19
16. What is the format for a <b>personal stress risk assessment</b> ?	28
17. How do we develop a <b>stress action plan</b> ?	33
18. Where can I find <b>additional information and advice</b> ?	37

## 1. What is stress?

Stress is described by the Health and Safety Executive as ***the condition experienced when someone perceives that they are unable to meet the demands placed upon them***. Stress is something we all experience from time to time and is a perfectly natural human response.

Since stress is a human perception, it is very individual. What might be stressful for one person may not be for another. We are all different. We have different life experiences, different genes and different states of health. However, we now experience a world of constant change, extreme busyness, pressure to perform and conflicting demands. So we are all likely to encounter feelings of stress from time to time.

It might seem strange that we appear to be ill equipped to deal with the pressures of the modern world. We are really designed to cope with more primitive threats, such as attack from a predator. This triggers the so-called 'fight or flight' response. When we perceive a threat, hormones such as adrenaline and cortisol are released to raise the heart rate, increase alertness and tense the muscles.

Today's challenges are much more prolonged than those that we used to encounter. If our state of readiness is extended for any length of time, then we may experience those 'out of control' feelings that we associate with stress. If this continues without relief, then there is a risk of damage to our physical health through an impaired immune system, muscular pain and raised blood pressure.

It is common to think of stress and pressure as being the same. They are not! We all need pressure in our lives to provide stimulus and motivation. Stress is the result of an inappropriate level of pressure. Too little and we can be bored and unfulfilled. Too much and we may become tense and anxious.

Our challenge is to ensure that the level of pressure is at the right level to maintain interest and enjoyment in all aspects of our lives, and that we have the coping skills to deal with the challenges that modern life presents.

## 2. What are the main causes of stress at work?

We all have different work experiences, different stress sensitivities, and different perceptions of excessive pressure. So there is no definitive list of the causes of stress at work. However, research has identified the following aspects of work as those most likely to result in reports of stress:

- Lack of personal control
- Prolonged pressure to perform
- Conflicting demands
- Continuous threat of aggression
- Harassment or bullying
- Ill defined work roles
- Poor working relationships
- Poor communication
- Lack of recognition
- Job insecurity
- Excessive workload through staff reductions
- Excessive working hours
- Monotonous work
- Changes in the workplace
- Difficulty with balancing the demands of home and work.

It is worth noting that stress might also be the result of the sheer volume of pressures, none of which would be particularly troublesome in itself, rather than a single major event.

### 3. What are the warning signs of stress?

People's reactions to stressful situations vary. Reactions may be behavioural or physical. These checklists indicate some of the more common warning signs.

#### Behavioural

- Critical and negative
- Humourless
- Indecisive
- Irritable and aggressive
- Withdrawn and moody
- Sleep disorders
- Rapid mood changes
- Panic attacks
- Low self esteem and self confidence
- Eating, drinking and smoking more

#### Physical

- Stomach disorders
- Chest pains
- Asthma attacks
- Headaches
- Raised blood pressure
- Skin rashes
- Muscle and back pain
- Lack of energy

Of course, all of these conditions can have causes other than stress. If you have any of these symptoms and feel they may be an indication of illness, you should see your doctor to have it checked.

If you observe these signs in friends or colleagues at work, it may be helpful to draw their attention to the health and stress support services available within the Council. You might also suggest that they speak to their manager about any work-related issues that are causing concern.

## 4. What are the long term effects of stress?

Most of us recognise that we will encounter stressful experiences from time to time. When these are short term encounters and we can return to circumstances in which we are back in control, they are unlikely to do us lasting harm. However when stress is prolonged, the early warning signs described earlier have the potential for more lasting damage. Particular concerns are as follows:

### Absence from work

No-one really wants to be absent from work. It is a problem and a cost for the employer, presents difficulties for others at work who have to make up the workload, and can create feelings of isolation in those who are absent. When absence is the result of stress, the loss of a working routine can add to the feeling of disorientation and may lead to prolonged problems. Unlike most causes of illness-related absence, it can be difficult to anticipate when someone absent through stress will return to work.

### Psychological issues

Stress is not in itself a psychological illness. However, prolonged stress may be a factor in the development of conditions such as anxiety, depression or panic attacks. These may be relatively mild and entirely reversible experiences but, if severe, they may be difficult to handle without specialist advice and support.

### Physical illness

When stress is experienced over a long period of time, it can be a contributory factor in physical illness. This is the result of the 'fight or flight' hormones building up over a longer time than was intended. Individuals differ considerably in their physical responses to stress, but illness with a potential stress linkage includes stomach problems such as irritable bowel syndrome, musculoskeletal problems such as lower back pain, skin disorders and coronary heart disease.

### Damage to relationships

Stress affects our sense of humour and can make us irritable or withdrawn. We can also become obsessed with particular tasks, and neglect important relationships with friends, colleagues and family. In turn, this may reinforce our stress since we depend on such relationships to keep balance and pleasure in our lives.

## 5. What is the Council's policy on stress?

Many of the Council's policies and procedures deal with issues that may relate to employee stress. These include policies on bullying and harassment, change management, equal opportunities, grievances and sickness absence.

In addition there is a specific Stress Management Policy that sets out the following basic objective:

*North Yorkshire County Council is committed to the maintenance and improvement of employee health and well being. We will therefore promote a positive workplace culture that seeks to minimise the harmful effects of stress, provides effective support for all staff and helps each individual to achieve an appropriate work-life balance.*

The policy sets out a rolling programme of action to address stress issues, including the following items:

- Audits of employee stress
- Workplace stress risk assessments
- Guidance on stress-related matters
- Information and training
- Support for individuals experiencing stress
- Reviews of resources and workload

The policy describes the responsibilities of individuals in managing stress:

### The Chief Executive and Directors

Implementation of the policy corporately and in the directorates.

### Head of Personnel Services

Co-ordination, development and supporting implementation of the policy.

### Managers

Identification of causes of stress, recognition of work-life balance issues, introduction of remedial action and employee guidance and support.

### Employees

Awareness of the causes and symptoms of stress, involvement of manager and support services, and co-operating with measures to deal with stress.

## 6. Who is the contact on stress and well being in my Directorate?

Stress is a complex issue that may involve many functions within the Council. Relevant contacts will include:

- Your line manager
- Your union representative
- Your health and safety adviser
- The Personnel Services team

In addition, each Directorate is represented on the Council Stress Management Group. Current members are listed below.

NAME	RESPONSIBILITY	TELEPHONE
Steve Antcliff	Chief Executive's Group	01609 532103
Anne Brown	Staff Care Network	01609 532807
Bruce Cobbett	Chief Executive's Group	01609 532595
Simon Cox	Chief Executive's Group	01609 532472
Wendy Saunders	Business & Community Services	01609 532076
Bernadette Jones	Education	01609 532147
Richard Davies	Education	01947 602406
Paul Hutchinson	Education	01423 700180
Lesley Heaton	Education	01677 422675
Jim Jack	Education	01748 823151
Steve Piper	Environmental Services	01609 532392
Judi Johnson	Financial Services	01609 532105
Chris Jackson	Financial Services	01609 532594
Richard Pick	Social Services	01609 532142
Anne Richardson	Occupational Health	01609 785780
Craig Hagin	Unison	01609 532317
John Humphrey	Marsh (external adviser)	020 7357 5190

## **7. What actions is the Council taking to increase well being?**

The Stress Management Group co-ordinates stress and well being issues in the Council. Actions are introduced within five key areas:

### **1. Audits and risk assessments**

Audits of employee stress are linked with the annual staff opinion survey. They are designed to identify the main areas of concern for employees, and to find the groups of employees who may be particularly affected. Risk assessments are undertaken to highlight the main potential stressors within the workplace. Assessments are organised at local level, but use a consistent format to enable comparisons to be made, and to ensure that assessments are in line with Health and Safety Executive guidance.

### **2. Policy development and documentation**

The Council's stress policy and procedures, and other related policies, are kept under regular review. The intention is to ensure that they always address priority issues, that they incorporate the findings of audits and risk assessments, that legal considerations are addressed, and that they are developed with appropriate employee involvement and consultation.

### **3. Information**

Stress should be a subject of open communication and clear information. A booklet 'Managing Stress and Well Being – A Matter of Balance' is available for all employees. Up to date stress information is available on the Council intranet service. In addition, individual Directorates produce information to deal with more local issues.

### **4. Support services**

Support services for employees with stress-related concerns are regularly reviewed. The main services include the Staff Care Network, the Occupational Health Service, the Personnel Services teams and the Safety Risk Advisers.

### **5. Training**

The Learning and Development Unit maintains a schedule of stress management training for managers and staff. In addition, it has self-learning modules on stress as well as related subjects such as time management, interpersonal skills and assertiveness.

## 8. What does the law say about stress at work?

Within **statute law**, there are two main considerations:

1. **The Health and Safety at Work Act** sets out a basic framework requiring employers, so far as reasonably practicable, to ensure the health, safety and welfare of all employees.
2. **The Management of Health and Safety at Work Regulations** require employers to assess risks to employees' health and safety and to take preventive action when needed.

**Health and Safety Executive guidance** sets out the approach an employer should take to ensure that stress is adequately incorporated within the implementation of general health and safety duties. These include encouraging good two-way communication, enabling employees to have adequate control over their work, managing the demands on employees, and providing appropriate information and support.

Within **civil law**, employers owe a duty of care to their employees. Employers may be in breach of this duty if it can be shown that:

- The employee suffered a stress related injury
- The injury resulted from circumstances in the workplace
- The injury to the employee was foreseeable by the employer
- The employer was negligent

Rulings from the Court of Appeal have clarified that, for a claim to succeed, the indications of impending harm must be plain enough for a reasonable employer to realise the need for action. In addition, an employer is unlikely to be in breach of duty if they provide appropriate support services such as employee counselling.

This review of legal requirements is a brief summary of a complex subject, and should not be used as the basis for making legal assessments of any particular circumstance. Further information is available from the Personnel Services teams, Safety Risk Advisers and Union representatives.

## 9 What should I do if I feel stressed?

The following suggestions give approaches to managing the stressful feelings that we all experience from time to time. However, if your stress is the result of some aspect of your work, you should discuss this with your manager to see if the cause of the problem can be addressed. If your stress is prolonged or severe, you should consider seeking support, for example from the Staff Care Network, or attend one of the Council's training courses on managing personal stress or make use of the training module available for personal use. Contact Bruce Cobbett 01609 532595.

### Take time to relax

Taking time out to relax may seem almost impossible in a busy day. But it is essential. We all need time to recharge and to get events in perspective. Do something you enjoy, like reading or listening to music. Alternatively, just switch off for a few minutes and breathe slowly and deeply. Focus on the breathing and, for the time being, forget about what has to be done. Staff care network has audio tapes and notes which employees may borrow to help them learn to relax. Contact Anne Brown 01609 532807.

### Prioritise

Sometimes we can be busy but not very productive. Categorise what you have to do into the important things that really deliver results, and activities that just get in the way. Then ensure that the important things are the priorities for attention. Act on them rather than procrastinating.

### Be realistic

When we are stressed we may find that we have got the pressures of work out of perspective. Try asking 'what am I really worrying about – what's the worst that could happen?'

### Balance your life

Work can easily become stressful if we feel there is no escape from it. So ensure you have a rounded life by developing outside interests. Aim to create a healthy work-life balance and be sure that you give proper time and attention to your family and friends.

### Keep as healthy as possible

The ability to handle pressure goes hand in hand with good physical health. Aim to have a balanced diet with fibre, fruit and vegetables. Don't overdo the use of alcohol and tobacco. Take exercise, such as a brisk walk, every day.

## 10. What should I do if a colleague is stressed?

Sometimes you might spot the symptoms of stress, not in yourself, but in someone you work with. Stressed colleagues can display signs such as:

- taking time off sick
- missing deadlines
- becoming bad tempered, irritable or cynical
- becoming withdrawn
- producing uncharacteristically poor work
- taking little interest in their appearance or hygiene

If you recognise these symptoms it may fall to you to help the individual to cope. Not everyone will welcome an offer of help, and they may well be embarrassed by an approach. Here are some guidelines to help make your intervention effective:

- Pick the time and place carefully – somewhere with privacy, and enough time not to be rushed.
- Be approachable and sensitive – don't sit behind a desk.
- Don't jump to conclusions about what the problem is – listen carefully to what is being said.
- Comment on what is being said to show you are listening. Don't argue.
- Ask open questions such as 'how do you feel about that?' to develop the discussion.
- Help the individual develop a structured action plan to address the real nature of their problem.
- Ensure that any actions are agreed with the individual including any intention to involve anyone else.
- Be aware of your limitations. Your role may well be to guide the individual to appropriate help, not to provide it yourself.
- Totally respect the confidentiality of your discussion.

If you have management responsibility for the area in which the individual works, it may be appropriate to undertake a stress risk assessment. This will highlight the key areas for attention in the working environment. Further details are presented in section 14.

## 11. How can I find help with a problem?

If you are having problems with stress at work, you should take action. The options are:

**Primary** action to remove or reduce the cause of the stress

**Secondary** action to improve your coping skills

**Tertiary** action to treat the symptoms you are experiencing

You may well feel the need for help and support in developing your action plan. Sources of help you should consider include:

### Your manager or supervisor

For help with any aspect of your job or workload.

### Your trade union or staff representative

If your manager cannot help or if you need legal advice.

#### The Staff Care Network

For confidential support and counselling with work and non-work related problems, free loan of material from Staff Care's resource library, and access to the resource database on local and national support groups. Help lines etc on a wide variety of subjects. Contact Anne Brown 01609 532807 mobile 07885 260198 [anne.brown@northyorks.gov.uk](mailto:anne.brown@northyorks.gov.uk)

### Occupational Health Services

For help with personal health issues.

### Personnel Services

For information, guidance and support on the Council's stress policies, procedures and practices.

### The Learning and Development Unit

For information on training courses on stress and related matters.

### Safety Risk Advisers

For advice on workplace stressors, guidance on stress risk assessments and Health and safety issues.

### Your General Practitioner

For external health advice and treatment.

### External specialist organisations

For information and support with particular issues. A list of useful organisations is presented in section 14.

## 12. What training is available on stress management?

The Council's Learning and Development Unit has training options on a wide range of stress-related issues, and in a variety of formats. Stress awareness is incorporated in the NYCC management competencies, and stress topics are included in the Council's management development programmes.

Specific training programmes available within NYCC include:

- Strategic stress risk management – for members and senior/middle managers
- Stress for managers – managerial, legal and personal responsibilities
- Annual stress update
- Personal stress management
- Assertiveness
- Time and workload management
- Interpersonal skills
- Change management
- Dealing with challenging people
- Managing the risk of physical violence
- Telephone techniques
- Reception skills
- Customer care
- Managing attendance

In addition, bespoke programmes can be designed to meet the specific needs of Directorates. Details are available from Kate Dawson, 01609 532814.

Training modules that can be used as components of a training course include:

- The nature of stress, including fight or flight response, human performance curve etc.
- Symptoms of stress, mental and physical, early warning signs
- Corporate issues, stress risk management and the cost of stress
- Legal duties, statutory and civil
- Health and Safety Executive guidance
- HSE Management Standards
- Undertaking stress risk assessments – workplace and personal
- Corporate options for stress intervention
- Managing personal stress
- Maximising health and well being
- Relaxation
- Coping with conflict
- Managing stress in employees
- Developing stress action plans

### 13. What is the case management approach?

Sometimes stress, absence and work issues relating to an individual employee can be quite complex and a number of people may have been involved. A case management approach (CMA) is a way of drawing together a range of views and potential solutions to help the management of an employee's absence and to support their return to good health and therefore to work. A case conference is a proactive way to address perhaps difficult issues relating to an employee's absence. While conflicts can arise from the range of information associated with this approach, these can best be addressed through open discussion.

The CMA provides a structure for dealing with absence issues and particularly, aims to avoid unnecessary drift into very long periods of absence from work. This technique also focuses on the support needs of the individual employee such as the Staff Care Network, specific medical guidance and information etc. The information provided below will enable those involved in a case management discussion to participate effectively and support both the employee and an improvement in sickness absence levels.

#### Who should be involved?

The differing circumstances of each case will mean different people will be involved but may well include some of the following:

- Employee/employee representative
- Line manager
- Personnel Adviser
- Health and Safety Adviser
- Occupational Health Adviser or physician
- Primary Care Team member such as a Community Psychiatric Nurse or other specialist local support
- Disability Employment Adviser (inc. Access to Work)

If the employee does not attend the conference they should be informed that it is taking place and normally a written note provided to the employee of the outcome.

#### What will this approach achieve?

The general purpose of the case management meeting is described above. There should however also be some very practical outcomes that will usually include the following:

- Establish reasons for absence and the prognosis for the short and longer term
- Identify any work related issues including those needing further management action
- Review intervention strategies and plan further implementation
- Identify and review employee support arrangements
- Identify timescales for recovery and return to work
- Consider and address the barriers to recovery
- Plan for any medical support needs
- Deal with any capability issues
- Identify a plan for regular monitoring, review and follow-up action
- Expedite access to appropriate treatment regimes, e.g. specialists, physiotherapy etc.

An additional advantage to the CMA is that it improves communication between all parties involved in developing and maintaining good working relationships.

### Who initiates the CM meeting?

Any of the above parties may call for a case management meeting but normally it will be initiated by the Occupational Health Service when it becomes apparent that an employee's circumstances would benefit from a more holistic review.

## 14. How do we undertake stress risk assessments?

Regular risk assessments are a requirement of the Management of Health and Safety at Work Regulations. The assessment of stress risks is the subject of supplementary guidance from the Health and Safety Executive who advise that stress risks should be assessed within the following categories:

- The **demands** placed on employees
- The **control** individuals have over their work
- The **support** people have in doing their job
- The **relationships** people have with managers and colleagues
- The nature and clarity of employee's **roles**
- The effectiveness with which **change** is implemented

The assessment should follow a five-step approach:

1. Look for the hazards
2. Decide who might be harmed and how
3. Evaluate the risks and decide what needs to be done
4. Record the results of the assessment in an action plan
5. Review and revise the assessment and the actions taken

NYCC has produced an assessment process that measures employee perception of stress risks in these categories. It consists of a questionnaire for employees to rate the effectiveness of the Council in each area. Results can be used to:

- Identify the best and worst aspects of stress performance
- Show which groups of employees are most affected by stress
- Highlight the priorities for future attention
- Provide a benchmark to show future trends
- Enable comparisons with other employee groups

Your Health and Safety Adviser will provide copies of the assessment questionnaires, and will advise on the ways in which the data can be analysed. In addition, sample questionnaires are presented in sections 15 and 16 of this toolkit. Guidelines for implementation are as follows:

- Undertake local risk assessments every year, or after any significant changes to working conditions
- Involve all employees in completing the questionnaires
- Make arrangements to publicise the results to employees
- Be prepared to take action to deal with any problems identified by the assessment process
- Involve your representative on the Stress Management Group (see section 6) so they can report on progress at Council-wide level.

## 15. What is the format for a workplace stress risk assessment?

The format currently used within North Yorkshire County Council for workplace stress risk assessments based on Health and Safety Executive risk criteria is set out below. It is designed to seek the views of representative employees which are then compiled to give an overall indication of the perception of potential stressors.

### Workplace Stress Risk Assessment

#### About this survey

This survey has been developed to assess the impact of work-related stress on its employees.

The survey will ask you questions about stress within the areas identified by the Health and Safety Executive (HSE). The HSE defines work-related stress as 'the condition experienced when someone perceives that they are unable to meet the demands placed upon them'.

The questions about stress display a positive statement in the left-hand column and a negative statement in the right-hand column. Please mark the number that best reflects your perception of the organisation.

For example:

#### Open Communication

There is good, open communication and everyone knows what is going on	5	4	3	<b>2</b>	1	0	Employees are not told about changes and developments that affect them
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**Please complete the survey by circling the number indicating your responses**

The survey is confidential and responses will not be related to any individuals.

### Culture

*The culture of an organisation is a key factor in determining how successful an organisation will be in managing stress in the workplace.*

Please circle one number for each question, choosing the circle next to the statement which is closest to your experience.

Organisational Priority		
Stress and health are treated as real organisational priorities	5   4   3   2   1   0	No-one takes an interest in the health and stress of employees
Open Communication		
There is good, open communication and everyone knows what is going on	5   4   3   2   1   0	Employees are not told about changes and developments that affect them
Employee Support		
When employees are stressed they are always given full emotional and practical support	5   4   3   2   1   0	Little interest is taken in supporting employees who are suffering from stress
Employee Commitment		
Employees are committed to their work and fully buy-in to the employer's objectives	5   4   3   2   1   0	Employees work without any real commitment to the organisation or its objectives
Help With Problems		
When employees have problems the organisation recognises this and helps wherever possible	5   4   3   2   1   0	The organisation does not get involved with employees' problems unless they are directly work related
Long Hours Discouraged		
Employees are actively discouraged from working excessive hours or from taking work home	5   4   3   2   1   0	Long hours and home working are common place and the employer does not seem to mind
Shared Vision		
Employees share a clear vision of the organisation's purpose and values and could explain this if asked	5   4   3   2   1   0	Employees tend to work in silos without sharing a common sense of purpose and direction
<b>TOTAL SCORE</b> (max 35)	<input style="width: 100%; height: 20px;" type="text"/>	<b>LOWEST SCORE</b> (0-5)
	<input style="width: 100%; height: 20px;" type="text"/>	

### Demands

*The demands that are put on an individual in the workplace can be the cause of work related stress.*

Please circle one number for each question, choosing the circle next to the statement which is closest to your experience.

Reasonable Resource		
There is a reasonable balance between the amount of work and the available resources	5   4   3   2   1   0	There never seems to be sufficient resource to do all the work that is demanded of employees
Challenging & Stimulating Work		
The work is always challenging and stimulating and produces a good level of sustained interest	5   4   3   2   1   0	The work is boring, routine and employees rarely feel stretched or challenged
Physical Comfort		
The physical environment is comfortable and attractive and is conducive to effective working	5   4   3   2   1   0	Employees often feel threatened and at risk of violence or abuse
Free from Violence		
Employees always see that the demands on them are fair and reasonable, even at times of high activity	5   4   3   2   1   0	Employees often feel put upon and don't believe that any effort is made to ensure work is fairly allocated
Fair Demands		
When employees have problems the organisation recognises this and helps wherever possible	5   4   3   2   1   0	The organisation does not get involved with employees' problems unless they are directly work related
Adequate Remuneration		
In general, employees are adequately remunerated for the job they do	5   4   3   2   1   0	Employees are unpaid and undervalued
Suitable Technology		
The technology keeps pace with developments and is well suited to the demands of the employees	5   4   3   2   1   0	Technology is out of date and unreliable and unsuited to the work
<b>TOTAL SCORE</b> (max 35)		<b>LOWEST SCORE</b> (0-5)

Control

*Control is associated with the amount of influence that an individual has over their work, or the way their work is undertaken.*

Please circle one number for each question, choosing the circle next to the statement which you think is the most appropriate for you or your organisation.

Influence Over Work							
Employees have a real say in the work they do and the way it is carried out	5	4	3	2	1	0	Employees do what they are told with little ability to influence the task or the way it is implemented
Trusted & Empowered							
Employees feel trusted and empowered employer to develop their roles in ways that suit them	5	4	3	2	1	0	Employees have no scope for developing their jobs or for introducing variety
Sense Of Purpose							
Employees understand the broad aims of the organisation and can consequently establish their priorities when there are pressures	5	4	3	2	1	0	There is no overall sense of purpose so employees are unable to structure their work to meet the organisation's aims
Involvement In Decisions							
There are ample opportunities for employees to participate in decision-making and involvement is encouraged	5	4	3	2	1	0	Employees are not involved in decision making and feel that the organisation has no regard for their views
Can Innovate							
Employees can experiment and take risks knowing they will be supported if things go wrong	5	4	3	2	1	0	There is a 'blame culture' that discourages experimentation and innovation
Job Enrichment							
There is a conscious effort to enrich employees' jobs so they can use a variety of skills and develop personally	5	4	3	2	1	0	There is no real interest in the enrichment of employees who are expected to simply get on with boring and repetitive tasks
Suggestions Encouraged							
When employees suggest changes, the organisation is receptive and genuinely considers their implementation	5	4	3	2	1	0	Employees are not encouraged to suggest job changes and, if they did, would be unlikely to be taken seriously
<b>TOTAL SCORE</b> (max 35)							<b>LOWEST SCORE</b> (0-5)

### Relationships

*The questions on relationships are based around how people interact with each other in their place of work.*  
Please circle one number for each question, choosing the circle next to the statement which is closest to your experience.

No Bullying							
No-one is ever bullied in the workplace and relationships are based on trust and respect	5	4	3	2	1	0	Bullying is a tolerant aspect of the culture and there is often a degree of hostility or 'politics'
No Harassment							
No-one ever feels harassed or victimised because of their sex, race, beliefs or disability	5	4	3	2	1	0	Employees who do not fit are subject to unfair discrimination
Fair Procedures							
Discipline and grievance procedures are fair and well understood	5	4	3	2	1	0	Employees do not have recourse to procedures that will resolve injustice
Team Spirit							
Team members get on together and trust each other	5	4	3	2	1	0	Teams of employees typically experience back-biting and manipulative, political behaviour
Team Effectiveness							
Employees recognise, support and respect the contributions of other team members	5	4	3	2	1	0	Employees feel that their own interests are paramount in a team and disregard the contribution of others
Fun At Work							
Employees have fun at work and look forward to their working day	5	4	3	2	1	0	Work is miserable and any pleasure employees have will be outside the work place
Accessible Managers							
Managers are always accessible and approachable and will take any concerns seriously	5	4	3	2	1	0	Managers keep out of the way, are hard to pin down, and try to dismiss legitimate concerns
<b>TOTAL SCORE</b> (max 35)					<b>LOWEST SCORE</b> (0-5)		

### Change

*Organisations are often continuously undergoing change in one form or another. The following questions centre on how your organisation deals with change.*

Please circle one number for each question, choosing the circle next to the statement which is closest to your experience.

Changes Explained							
When changes are introduced, they are clearly explained to employees	5	4	3	2	1	0	Changes just happen with no explanation, even to those directly involved
Change Communication Effective							
Communication of change is consistent, quick and uses well-established approaches	5	4	3	2	1	0	Communication about change is sluggish, ad hoc and inconsistent
Buy In To Change							
Employees buy in to the need for change and accept it as a necessary part of working life	5	4	3	2	1	0	Employees resist change and do not believe it contributes to the development of themselves or the organisation
Changes Worthwhile							
Changes are always seen to contribute to the overall aims and vision of the organisation	5	4	3	2	1	0	Changes seem to be pointless with no overall direction or purpose
Can Question Change							
Employees are always able to ask questions before, during and after changes	5	4	3	2	1	0	Changes seem to be 'faceless' with no facility to raise questions or air concerns
Consulted Over Change							
Relevant employees are always consulted and involved in discussions about proposed changes	5	4	3	2	1	0	Employees are left out of the change process and are not consulted about change that may affect them
Change Training & Support							
Significant change is always accompanied by appropriate employee training and support	5	4	3	2	1	0	Employees are left to get on with it when changes are introduced and are not adequately supported
<b>TOTAL SCORE</b> (max 35)							<b>LOWEST SCORE</b> (0-5)

**Role**

*Stress can often be associated with an individual's understanding of their role, and how clearly defined the role is.*  
Please circle one number for each question, choosing the circle next to the statement which you think is closest to your experience.

<b>Roles Understood</b>		
All employees clearly understand their role and responsibilities	5   4   3   2   1   0	Roles are only vaguely defined and employees are not always clear about their personal responsibilities
<b>No Role Conflict</b>		
Employees can undertake their jobs without ambiguity or conflict	5   4   3   2   1   0	There are often conflicting job demands with employees uncertain about what to do
<b>Do Things You Want To</b>		
Employees never have to do things they don't want to, or feel are not part of their job	5   4   3   2   1   0	Employees have to do things they don't want to and that makes them feel 'put upon'
<b>New Responsibilities Explained</b>		
When jobs change or evolve, the new responsibilities are always clearly set out	5   4   3   2   1   0	Jobs commonly change without employees receiving clear information about their new role
<b>Priorities Clear Under Pressure</b>		
When work becomes pressurised, employees clearly understand the priorities for attention	5   4   3   2   1   0	Work is often busy resulting in confusion about what to do next
<b>Comprehensive Induction</b>		
New employees receive comprehensive induction training early in their employment	5   4   3   2   1   0	New employees are thrown in at the deep end with inadequate induction to the organisation
<b>Good Prospects</b>		
All employees have job prospects that meet their desires and capabilities	5   4   3   2   1   0	Employees feel they are in 'dead end' jobs with little opportunity for advancement
<b>TOTAL SCORE</b> (max 35)		<b>LOWEST SCORE</b> (0-5)

**Support**

*The support that individuals are given in the workplace can have a large impact on their well being.*

Please circle one number for each question, choosing the circle next to the statement which is closest to your experience.

Support From Top		
Support for employees is clearly demonstrated at the top of the organisation	5   4   3   2   1   0	Top management seem to be distant and inaccessible
Support During Crises		
When employees experience a crisis in their work or domestic lives, they are well supported by the employer	5   4   3   2   1   0	Employees in a crisis are left to it, with little concern or support in evidence from the employer
Praise For Good Work		
Employees are always praised for a job well done	5   4   3   2   1   0	If employees perform well this is taken for granted and they are rarely congratulated
Employees Listened To		
Employees feel that they are listened to	5   4   3   2   1   0	Employees feel they work in isolation and that no-one really listens to their concerns
Can Talk About Stress		
Employees can talk about work-related stress freely and openly	5   4   3   2   1   0	Employees believe that talking about work related stress would be regarded as inappropriate or a sign of weakness
Work-Life Balance Encouraged		
Employees are always encouraged to develop a healthy work-life balance	5   4   3   2   1   0	Only the work of employees is of concern to the organisation, and there is no interest in out of work activities
Support Services		
Employees are supported with systems and services that can be used in times of illness or stress	5   4   3   2   1   0	There are no support services for employees who feel ill or stressed
<b>TOTAL SCORE</b> (max 35)	<input type="text"/>	<b>LOWEST SCORE</b> (0-5)

**Training**

*Individuals should be trained to a level where they are satisfied they have the ability to carry out their job requirements.*

Please circle one number for each question, choosing the circle next to the statement which is closest to your experience.

Good Induction Training		
There is good, tailored induction training provided early in the jobs of new starters	5   4   3   2   1   0	There is no informal induction training for new starters, they are just left to get on with it
Employees Matched To Jobs		
Care is taken to match employees to the needs of the job	5   4   3   2   1   0	Employees are often ill-suited to the work they are asked to do
Basic Job Training		
Good training is provided in the core functions of each employee's job	5   4   3   2   1   0	Basic job training is non-existent
Advice About Work		
Employees have access to constructive advice about how to do their work	5   4   3   2   1   0	Employees cannot find advice if they need help with some aspect of their work
Regular Training Reviews		
There are regular training needs reviews to identify the training required for each employee	5   4   3   2   1   0	Employees are never assessed for the training they need for personal and professional development
Adequate Training Resource		
There is adequate training resource for the organisation's needs	5   4   3   2   1   0	There is not enough training resource to go around, so some employees are always waiting for training
Knowledge About Training Options		
All employees know the full range of training available to them	5   4   3   2   1   0	Employees are generally not aware of the training provided by the employer
<b>TOTAL SCORE</b> (max 35)	<input type="text"/>	<b>LOWEST SCORE</b> (0-5)

## 16. What is the format for a personal stress risk assessment?

There are occasions when it is appropriate to review the potential stress associated with a particular individual or a specific job function. The following format enables input to be provided by both the employee concerned and their manager. Both assessments can then be used in a review meeting to agree the way forward.

### 1 SELF ASSESSMENT

(for completion by the employee)

The Health and Safety Executive defines work-related stress as ‘the adverse reaction people have to excessive pressures or other types of demand placed on them’

By completing this form, you will help your manager assess the need for any changes that might help you undertake your job more effectively. Your manager will complete a similar form to gain a complete picture and will review the findings with you.

Date of Assessment:	
Name of Individual:	
Job Title:	
Line Manager:	
Brief description of duties:	

Item		
1	Is the work environment free of extreme aspects, such as excessive noise, extremes of temperature or lighting, work outdoors in all weathers, work space limitations?	
2	Do you have a job description?	
3	Does your job description reflect your current duties and responsibilities?	
4	Do you have clearly defined performance objectives and targets?	
5	Do you receive regular feedback regarding performance against objectives? How?	
6	Are you involved to an adequate extent in decision making which impacts on working practices and priorities?	
7	Are you congratulated for a job well done?	

8	Did you receive sufficient training for your job?	
9	Are your training needs regularly assessed and reviewed?	
10	Do you have an annual training and development plan?	
11	Did you have a relevant departmental induction programme?	
12	Are you clear about your role in your team and as part of the department?	
13	Is there a culture of regular good communications and consultation within your team?	
14	Are regular team meetings held which provide a forum where staff can raise and resolve issues with managers and peers?	
15	Do you have regular workload meetings with your manager?	
16	Do you feel your manager is accessible and approachable?	
17	Do you receive sufficient information regarding new developments in a timely manner?	
18	Are you given the opportunity to comment and ask questions at times of change, in good time to make a difference?	
19	Do you feel you have scope for career progression?	
20	Can you work flexibly in times of workload pressure?	
21	Do you think the work demands on you are reasonable within timescales and resources available?	
22	Do you have enough time in your regular working hours to do all you have to do?	
23	Do you take a lunch break of at least 30 minutes every day?	
24	Do you have enough to do, during your regular working hours?	
25	Is there sufficient variety in the work you do?	
26	Is your environment free of bullying and harassment?	
27	Is your environment free of discrimination on the grounds of sex, race, disability, religion or any other protected attribute?	
28	Please tell us if there is anything else that you feel is contributing to your work-related stress.	

## 2 MANAGER'S ASSESSMENT

(for completion by the manager)

This form will assist you to assess the level of stress being faced by an individual member of staff who has either complained of stress-related symptoms or appears to be suffering from stress.

The staff member should complete the Self Assessment form.

Date of Assessment:		
Name of Individual:		
Job Title:		
Your Name:		
Relationship to Individual:		
<b>Item</b>		
1	Is the volume of the individual's workload regular?	
2	Is there a balance of workloads between team members?	
3	Is the individual's workload governed by clearly defined objectives and targets?	
4	Is the individual's workload governed by ad hoc demands?	
5	Is the pace of the individual's work determined by internal objectives rather than deadlines or externally-led requirements?	
6	Is there a match between the work and available resources?	
7	Does the individual have the required skills and knowledge to fulfil the criteria of their role?	
8	Does a large proportion of the individual's work involve direct contact with the public?	
9	Is the individual's work free of regular direct contact with people who are vulnerable or have special needs?	
10	Has a risk assessment relating to violence been carried out for the role?	
11	Is training available to assist staff to adapt to changes?	

12	Do you measure whether the individual's assessed training needs are being met and evaluated?	
13	Has the manager of the individual received training in the reduction of stress?	
14	Are you as manager aware of the personnel policies and procedures relating to managing stress?	
15	Are systems in place for the regular support, supervision and appraisal of staff?	
16	Does the individual have job security and prospects for career progression?	
17	Does the team have a policy on handling assaults and violence at work?	
18	Does the individual have the ability to work flexible hours?	
19	Does the work involve regular hours free from unsociable hours or shift work?	
20	Is there encouragement from senior management for a healthy work-life balance?	
21	Are work practices consistent and free from frequent change (e.g. new technology or working methods)?	
22	Is the individual free of any symptoms of stress?	
23	Please list any other factors that you know may be contributing to the individual's level of stress.	

What is your assessment of the risk of stress currently facing this person?

NO RISK	<p><b>No immediate action needs to be taken.</b></p> <p>A review will be carried out in 12 months or when circumstances change.</p>
LOW	<p><b>There are a number of actions, none of which need to be addressed as a matter of urgency.</b></p> <p>All necessary actions to be undertaken within 20 working days. The assessment will be reviewed in 60 working days.</p>
MEDIUM	<p><b>Urgent actions need to be made.</b></p> <p>All necessary actions to be undertaken within 5 working days. The risk assessment will be reviewed in 1 month.</p>

HIGH	<b>Immediate urgent actions need to be made.</b> All necessary actions to be undertaken within 24 hours. The risk assessment will be reviewed in 1 month.
------	--

I have assessed the risk as:

- None     Low     Medium     High

Signed: .....

Date: .....

## 17. How do we develop a stress action plan?

If the risk assessment identifies areas of concern, it is important to prepare an action plan. This will:

- Help set goals to work towards
- Help decide on priorities
- Demonstrate commitment
- Provide something to evaluate and review against

The Health and Safety Executive has set out guidelines for consideration if there are problems within any of their key assessment categories. These are set out below and will help in thinking about possible actions to introduce in the plan.

Possible solutions if you have identified a problem with **DEMANDS**:

### Workload

- Hold weekly team meetings to discuss the anticipated workload for the coming week.
- Hold monthly meetings with individuals to discuss their workload and any anticipated challenges.
- Develop personal work plans to ensure staff know what their job involves.
- Adjust work patterns to cope with peaks and staff absences.
- Allocate sufficient resources for staff to be able to do their jobs (time, equipment etc.)
- Provide training to help staff prioritise, or information on how to seek help if they have conflicting priorities.

### Competency

- Devise a system to keep training records up-to-date to ensure employees are competent and comfortable in undertaking the core functions of their job.
- Consider implementing personal development/training plans which require individuals to identify development/training opportunities to discuss with management.
- Link training to performance monitoring to ensure it is effective and sufficient.

### Working patterns

- Review working hours and shift work systems.
- Explore flexible working options.
- Consider changes to start and end times to help employees cope with external pressures.
- Develop a system to notify employees of unplanned tight deadlines and any exceptional need to work long hours.

### Physical environment and violence

- Ensure your risk assessments for physical hazards are up-to-date.
- Assess the risk of physical violence and verbal abuse. Take steps to deal with this in consultation with employees and others who can help (e.g. the police, charities).
- Provide training to help staff deal with and defuse difficult situations.

Possible solutions if you have identified a problem with **CONTROL**:

- Agree systems that enable staff to have a say over the way their work is organised and undertaken (project meetings, one-to-ones, performance reviews etc.)
- Hold regular discussion forums during the planning stages of projects to talk about the anticipated output and methods of working.

- Allocate responsibility to teams to take projects forward:
  - Discuss and define teams at the start of a project;
  - Agree objectives;
  - Agree roles;
  - Agree timescales;
  - Agree the provision of managerial support;
- Talk about the way decisions are made – is there scope for more involvement?
- Talk about the skills people have and if they believe they are able to use these to good effect. How else would they like to use their skills?

Possible solutions if you have identified a problem with **SUPPORT**:

- Hold regular one-to-ones to talk about any emerging issues or pressures.
- Hold regular liaison/team meetings to discuss unit pressures.
- Include 'work-related stress/emerging pressures' as a standing item for staff meetings and/or performance reviews.
- Seek examples of how people would like to, or have, received good support from managers or colleagues – can these be adopted across the unit?
- Ask how employees would like to access managerial support – 'open door' policies, agreed times when managers are able to discuss emerging pressures, etc.
- Introduce flexibility in work schedules (where possible) to enable staff to cope with domestic commitments.
- Develop training arrangements and refresher sessions to ensure training and competencies are up-to-date and appropriate for the core functions of employees' jobs.
- Talk about ways the organisation could provide support if someone is experiencing problems outside work.
- Disseminate information on other areas of support (personnel services, occupational health, staff care network, charities).
- Offer training in basic counselling skills.

Possible solutions if you have identified a problem with **RELATIONSHIPS**:

- Advise staff of the written policies for dealing with unacceptable behaviour at work.
- Agree and implement procedures to prevent, or quickly resolve, conflict at work – communicate this to staff.
- Agree and implement a confidential reporting system to enable the reporting of unacceptable behaviour.
- Communicate the grievance and disciplinary procedure for dealing with unacceptable behaviour.
- Select or build teams that have the right blend of expertise and experience for new projects.
- Provide training to help staff deal with and defuse difficult situations.
- Encourage good communication and provide appropriate training to aid skill development (e.g. listening skills, confidence building, etc).
- Discuss how individuals work together and how they can build positive relationships.
- Identify ways to celebrate success (e.g. informal lunches/wash-up meetings at the end of a project).

Possible solutions if you have identified a problem with **ROLE**:

- Hold team meetings to enable members to clarify their role and to discuss any possible role conflict.
- Display team/departmental targets and objectives to help clarify unit and individual role.
- Agree specific standards of performance for jobs and individual tasks and review periodically.
- Introduce personal work plans, which are aligned to the outputs of the unit.
- Introduce or revise job descriptions to help ensure that the core functions of the post are clear.
- Hold regular one-to-one meetings to ensure that individuals are clear about their role and know what is planned for the coming months.
- Develop suitable induction arrangements for new staff – make sure all members of the team understand the role and responsibilities of the new recruit.

Possible solutions if you have identified a problem with **CHANGE**:

- Ensure all staff are aware of why the change is happening – agree a system for doing this.
- Define and explain the key steps of the change. Ensure employee consultation and support is a key element of the programme.
- Establish a system to communicate new developments quickly.
- Agree methods of communication (e.g. meetings, notice boards, letters, e-mail, feedback forums, etc) and frequency.
- Ensure that staff are aware of the impact of the change on their jobs.
- Provide a system to enable staff to comment and ask questions before, during and after the change. Have an 'open door' policy to help staff who want to talk to their managers about their concerns. Involve staff in discussions about how jobs might be developed and changed. Review unit and individual work plans after the change to ensure unit and individual objectives are clear.

## 18. Where can I find additional information and advice?

The following list gives sources that you might find useful if you would like more information on particular subjects. You can find additional material in the Learning and Development Unit.

### Books and Articles

#### Managing personal stress

Eckhart Tolle, *The Power of Now*

Stephen Covey, *The Seven Habits of Highly Effective People*

Daniel Goleman, *Emotional Intelligence*

Daniel Goleman *Working with Emotional Intelligence*

Pradeep Chadha, *The Stress Barrier*

Andrew Matthews, *Being Happy!*

Albert Crum, *The 10-Step Method of Stress Relief*

Martin Seligman, *Learned Optimism*

Shirley Trickett, *Coping with Anxiety and Depression*

Anthony Robbins, *Awaken the Giant Within*

#### Stress Management for Teachers

Stress Management for the Individual Teacher

Sarah H Mills

Framework Press Educational Publishers Ltd

ISBN 185008131X

Self-study modules for teachers and lecturers.

Helps you to

- ❑ Understand the essential issues of stress and stress management for teachers
- ❑ Manage stress healthily
- ❑ Use stress positively
- ❑ Reduce negative stress
- ❑ Undertake a self-development process to deal with stress at home and at work
- ❑ Self-study modules for teachers and lecturers.

#### Managing Teacher Stress

William A Rogers

Pitman Publishing

ISBN 0273622153

Written by an experienced teacher, it gives you practical solutions to everyday problems.

It shows you how to

- ❑ Manage your stress
- ❑ Manage your classroom
- ❑ Build a supportive school environment
- ❑ Establish and maintain classroom discipline
- ❑ Handle disruptive students

## Background information

Paul Martin, *The Sickening Mind*

Richard Koch, *The 80/20 Principle*

Stephen Stansfeld et al, *Stress and the Heart*

David Horrobin, *The Madness of Adam and Eve*

Meredith Small, *The Happy Fat*, New Scientist, 24 August 2002, p34-37

## Managing corporate stress

Alec Mackenzie, *The Time Trap*

Marc Schabracq et al, *Occupational Health Psychology*

Ken Addley, *Occupational Stress, a Practical Approach*

John Humphrey, *Looking After Corporate Health*

Health and Safety Executive, *Organisational Interventions for Work Stress*

Carole Spiers, *Tolley's Managing Stress in the Workplace*

Valerie Sutherland and Cary Cooper, *Strategic Stress Management*

## The legal aspect

Health and Safety Executive, *Tackling Work Related Stress*

Health and Safety Executive, *Real Solutions for Real People*

## The NYCC approach

*Managing Stress and Well Being, a Matter of Balance*

## Telephone Helplines and Websites

### Staff Care Network

Confidential counselling support for all NYCC employees with work and non-work related problems. The service has a resource database of local and national help lines and support groups on a wide variety of topics.

Contact Anne Brown 01609 532807 mobile 07885 260198

[Anne.brown@northyorks.gov.uk](mailto:Anne.brown@northyorks.gov.uk)

Health and Safety Executive.

This website provides access to HSE guidance on identifying and controlling stress.

[www.hse.gov.uk/stress/index.htm](http://www.hse.gov.uk/stress/index.htm)

International Stress Management Association.

The International Stress Management Association UK is a registered charity. It exists to promote sound knowledge and best practice in the prevention and reduction of human stress. The website contains researched articles and essays on stress and stress management.

[www.isma.org.uk](http://www.isma.org.uk)

European Agency for Safety and Health's focus on stress.

The European Agency's web site provides up-to-date information on good safety and health practice with regard to stress at work. It offers information on publications, risk assessments, case studies, prevention, training, treatment and policy.

The information originates only from European and international level providers.

[http://europe.osha.eu.int/good\\_practice/risks/stress/](http://europe.osha.eu.int/good_practice/risks/stress/)

Stressbusting stress relief portal.

The Stressbusting website provides details on personal stress management techniques. It also contains news, views and articles on the affects of personal stress and how to cope with it.

[www.stressbusting.co.uk](http://www.stressbusting.co.uk)

A Word A Day.

Expands vocabulary by sending a word every day with definition, usage and background.

[www.wordsmith.org](http://www.wordsmith.org)

Alcoholics Anonymous

01904 644026

Al Anon

For families of alcoholics

020 7403 0888

Gamblers Anonymous

028 902 49185

Narcotics Anonymous

A non-profit, international, community based organisation for recovering addicts.

[www.ukna.org](http://www.ukna.org)

020 7730 0009

National Drugs Helpline

0800 776600

NHS Smoking Helpline

Information and support for smokers who wish to give up smoking.

0800 169 0169

QUIT

Help and advice on giving up smoking

[www.quit.org.uk](http://www.quit.org.uk)

0800 00 2200

Benefits Enquiry Line

Advice on what you may be entitled to claim if you are sick and your income is affected

0800 882 200

Citizens Advice Bureau

Helps solve problems such as debt and consumer issues, benefits, housing, legal matters, employment, and immigration. Advisers can help fill out forms, write letters, negotiate with creditors and represent clients at court or tribunal.

<http://www.nacab.org.uk>

01873 735865

#### Disability Law Service

Offers up to date advice to people with disabilities and their enablers and carers to understand their legal rights. The advice is given by solicitors or specialist advisers and is free and confidential.  
020 7791 9800

#### British Brain & Spine Foundation

Patient information on a range of brain/spinal conditions, helpline.

0808 808 1000

#### British Lung Foundation

Provides information and newsletter.

[www.lunguk.org](http://www.lunguk.org)

020 7831 5831

#### CancerBACUP

Cancer information on any aspect of cancer. Produces booklets and factsheets.

0808 800 1234

Info Line 020 7613 2121

#### Headway

Provides support guidance information and social outlets for patients with head injuries, as well as their families and carers. Lists regional groups.

01159 240800

#### Macmillan Information Line

National charity. Aims to improve the lives of cancer patients and families at all stages.

0845 601 6161

#### Marie Curie Nurses

Providing practical nursing care at home. Ring HO for local centre.

020 7599 7777

#### NHS Direct

0845 4647

#### @ease

@ease deals with all aspects of mental and emotional health. It is targeted towards young people.

020 8974 6814

#### Carers National Association

Information & support to people caring for relatives & friends. Local sources of help.

0808 808 7777

#### Crossroads (caring for carers)

Service to support carers throughout UK, enabling the carers to have a break.

01788 573653

#### CRUSE

Offers free information and advice to anyone who has been affected by a death

0870 167 1677

Hospice Information Service  
020 8768 4662 or 020 8768 4663

MIND  
The Mental Health Charity  
08457 660 163

Eating Disorders Association  
Adultline 0845 634 1414  
Youthline 0845 634 7650

Overeaters Anonymous  
A fellowship of men and women whose lives have been affected by compulsive behaviour around food, e.g. overeating, bulimia, anorexia.  
07000 784 985

Relate  
Relate is the UK's largest and most experienced relationship counselling organisation.  
[www.relate.org.uk](http://www.relate.org.uk)  
0845 456 1310

Samaritans  
The Samaritans provides confidential emotional support, 24 hours a day for people who are experiencing feelings of distress or despair – including those which may lead to suicide. You don't have to be suicidal to call. They are there if you are worried about something, feel upset or confused, or just want to talk to someone.  
08457 90 90 90

Sargent, Cancer Care for Children  
Support and information for parents with terminally ill children – resources available, grants, financial help, short breaks.  
020 8752 2800

Victim Support  
0845 3030 900