Committee	HR & R
Date paper prepared	09/05/2022
Date of committee meeting	16/05/2022
Subject	HR Policies and Procedures
Author	Judith Fenton, HR & OD Lead
Action requested	For approval
Purpose of the paper	To share two draft policies – Stress Management and Accident, Incident and Hazard Reporting – with members for information, awareness, and approval.
Brief summary of the paper	UHI Shetland has drafted a policy relating to Accident, Incident and Hazard Reporting required for H&S reasons and insurance. UHI Shetland has also drafted a policy linked to Stress Management. Both are presented below for approval. The Stress Survey referenced within the Stress Policy is scheduled for issue at the end of May 2022.
Consultation	Both policies have been discussed, redrafted an approved by the Health Safety and Wellbeing Sub-Committee (March 2022); The LNCC (April 2022); and the SMG (April 2022).
Resource implications	None identified
Risk implications	Failure to create, update, and apply these policies leaves us at risk in terms of breaching Health and Safety Legislation; Failure to manage work related stress impacts our attendance rates, sickness absence costs, and impacts staff wellbeing.

Last modified: 13/05/2022 11:23

Link with strategy	N/A
Equality, Diversity and Inclusion	N/A -the policy aligns with legislation
Island Community Impact	N/A
Paper status	☒ **Open** – The paper may be circulated to non-members of the committee and published online without restriction. ☐ **Restricted** – The paper must not be circulated to non-members or published online until after the committee meeting. ☐ **Confidential** - The paper must not be circulated beyond the committee members and should not be published online. [Please note papers may still be subject to Freedom of Information requests – see below].
Freedom of information	Open If closed/ withheld, select date this will become 'open': Enter a date.

Stress Management Policy

1. Policy

1.1   Shetland UHI is committed to providing a safe and healthy environment for its staff and recognises the importance of fostering psychological as well as physical well-being.

1.2   This commitment arises from Shetland UHI's duty of care to all its staff, and more generally the recognition that a safe and healthy working environment contributes to the motivation, job satisfaction, performance, and creativity of staff. The purpose of this policy is to set out how Shetland UHI will identify and manage work related stress.

1.3   The policy covers all Shetland UHI staff.

2. Definition of stress

2.1   The Health and Safety Executive (HSE) defines stress as "the adverse reaction people have to excessive pressure or other types of demand placed on them".

2.2   Pressure is part and parcel of all work. On one level, pressure can be beneficial, and can inspire motivation and commitment. However, excessive or uncontrolled pressure can lead to stress. Stress can undermine performance, be costly to employers and above all can make people ill. Stress can be understood as a response to, or product of, excessive pressure. What triggers stress and the capacity to deal with stress varies from person to person. Individuals react in different ways to similar situations.

2.3   Work related stress occurs where people perceive they cannot cope with the demands within the workplace.

2.4   The HSE has identified six key "Management Standards" that represent a set of conditions that reflect high levels of health, well-being, and organisational performance. These management standards provide a practical framework which organisations can use to minimise the impact of work-related stress. The Management Standards are given in full here and summarised below in Table 1.

2.5   The *Individual Risk Assessment Tool* and associated guidance is based on the HSE management standards and is intended to provide managers and staff with guidance on the practical steps they can take to identify and address potential sources of workplace stress. These standards should be considered in all strategic or work activities at all levels of Shetland UHI.

Table 1:HSE Management Standard

HSE Management Standard	
Demands	Staff are able to cope with the demands of the job
Control	Staff are able to have a say about the way work is done
Support	Staff receive adequate information and support from colleagues and superiors
Relationships	Staff are not subjected to unacceptable behaviours, e.g. bullying or harassment at work

Roles	Staff understand their role and responsibilities
Change	Staff are involved in and consulted about any organisational changes

3. Stress and its effects

3.1   Stress is not an illness but, if experienced for a prolonged period the effects can lead to physical symptoms of ill health, such as heart disease, susceptibility to frequent minor illness as well as longer term psychological damage such as anxiety and depression. Developing coping strategies such as taking exercise and finding ways of relaxing can help combat the effects of stress. Regrettably people experiencing stress often adopt negative coping strategies such as drinking too much alcohol and caffeine, skipping meals and smoking, all of which can compound the problem.

3.2   Many of the early outward signs of stress will be noticeable to managers and work colleagues and should alert those with control and responsibility for workplaces to problems within individuals.

3.3   Signs may include:
- Changes in behaviour.
- Unusual tearfulness, irritability or aggression.
- Indecisiveness.
- Increased sickness absence.
- Poor timekeeping.
- Reduced performance, e.g. inability to concentrate.
- Overworking or failure to delegate.
- Erosion of self-confidence.
- Relationship problems, e.g. becoming withdrawn or argumentative.
- Increased unwillingness to co-operate or accept advice.
- Excessive smoking or drinking.
- Drug abuse.

3.4   The sufferer may also complain of or demonstrate symptoms of:

- Anxiety.
- Depression.
- Panic attacks.
- Headaches.
- Raised blood pressure.
- Indigestion.
- Muscle tension.
- Increased heart rate.

3.5   At an organisational level, stress can result in deterioration of morale, performance and increase staff turnover. Sickness absence due to stress can cause a domino effect where increased workload due to sickness absence of a colleague can in turn lead to increased workload pressures and stress in other members of the team.

3.6   Sickness absences, as a result of work-related stress, will be managed through Shetland UHI's Sickness Absence Procedure.

3.7   The impact of pressures within a staff member's personal life cannot be ignored. Whilst the employer cannot be held directly responsible for them, these factors play an integral part in work performance. Work-stresses may go home with the staff member. Home-stresses may come to work with the member of staff. Grieving, divorce, family upset, moving home, serious family illnesses, pregnancy, miscarriage, and other very personal factors all affect a person's ability to perform to expectation. Good employers and managers will recognise this and take appropriate supportive action.

4. Key Principles

4.1   Shetland UHI recognises that work related stress is a health and safety issue and acknowledges the importance of identifying and reducing workplace stressors.

4.2   The risk of work-related stress (WRS) will be treated in the same way as any other workplace health hazard and Shetland UHI will assess the risk to mental health and wellbeing as appropriate by:

- Identifying all workplace stressors and conducting risk assessments to eliminate stress or control the risks from work related stress.
- Providing training for all managers and supervisory staff in good management practices.
- Making available confidential counselling for staff affected by stress caused by either work or external factors.
- Using the services of our Occupational Health Service to assist in the management of work-related stress as appropriate.
- Providing adequate and appropriate resources to enable managers to implement this policy.
- Treating cases with the utmost confidentiality, related documentation being subject to the provisions of the Data Protection Act (DPA).

4.3   Work related stress that arises as a result of a staff member having a protected characteristic has additional protection within the UHI's Equality and Diversity Policy. HSE Management Standards will act as a benchmark and drive improvement actions on reducing work related stress.

4.4   Although specific staff and roles have been assigned responsibilities under this policy, a proactive approach by all will mitigate the occurrence of potential harmful levels of work- related stress.

4.5   Collaboration between managers, employees and Trade Union Representatives to achieve and maintain good mental wellbeing

5. Responsibilities

5.1   The organisational structure, roles and responsibilities for the implementation and management of Shetland UHI's statutory health and safety duties is described in detail in the Health and Safety Policy. General duties for managing work related stress remain the same, but additional or specific duties relating to this policy are detailed below

5.2   It is the responsibility of Shetland UHI managers to:
- Conduct and implement recommendations of risks assessments within their area of responsibility with support from the Compliance and Projects Coordinator who has responsibility for Health & Safety.
- Ensure good communications between management and staff including Health and Safety representatives and affected staff, particularly where there are organisational and procedural changes.
- Ensure staff are fully trained to discharge their duties.
- Ensure staff are provided with meaningful developmental opportunities.
- Monitor workloads to ensure that people are not overloaded, and taking steps to consider reasonable adjustments to workloads to support staff wellbeing and guard against burnout and minimise risk
- Monitor working hours and overtime to ensure that staff are not overworking.
- Monitor holidays to ensure that staff are taking their full entitlement.
- Attend training as required in good management practice and health and safety.
- Be vigilant and offer additional support to a member of staff who is experiencing stress outside work e.g. bereavement or separation.
- Ensure staff returning to work after long-term sickness absence are appropriately supported.

5.3   It is the responsibility of HR to help monitor the effectiveness of measures to address work related stress by collating anonymous statistics on the following:

Last modified: 13/05/2022 11:23

- Sickness absence data – clusters, trends, irregular attendance, diagnosis of stress.
- Staff turnover.
- Grievance cases
- Occupational Health referrals
- Return to work interviews.
- Exit interviews.
- Annual Stress Questionnaire (HSE)

HR should also advise managers and individuals on training requirements and will provide continuing support to Managers and individuals in a changing environment and encourage referral to the Occupational Health service or confidential Counselling service where appropriate.

5.4 It is the responsibility of each employee to:
- Raise issues of concern with their line manager or member of HR for themselves or for others.
- Accept opportunities for counselling or occupational health advice when recommended.
- Always show dignity and respect for others within the workplace.
- Make use of any training available.
- Seek assistance as early as possible if they are manifesting symptoms of stress.

6. Individual Cases

6.1   In order to address individual cases of work-related stress where they arise, managers should seek information from the individual as to the contributory factors perceived by the staff member and possible remedies.

6.2   The early detection of individuals experiencing related health difficulties is vital, and managers and individuals are encouraged to seek advice and assistance at as early a stage as possible and seek advice from Senior Management and/or Occupational Health.

6.3   Individuals experience stress related health difficulties are also able to contact HR directly should this be more appropriate or accessible for that individual

6.4   When it is identified that a staff member is suffering from work-related stress their manager should complete an "*Individual Stress Identification Tool*". Please refer to the associated guidelines "Management Guidance for completing the Individual Stress Identification Tool".

7. Linked Policies

Equality and Diversity Policy and Procedure
Sickness Absence / Promoting Attendance Policies and Procedures
Capability Policy and Procedure

8. Relevant Legislation

- Health and Safety at Work etc. Act 1974
- Management of Health and Safety at Work Regulations 1999 Equality Act 2010
- The Protection from Harassment Act 1997
- Equalities Act 2010
- Data Protection Act 2018 and the UKs implementation of the GDPR

Last modified: 13/05/2022 11:23

![University of the Highlands and Islands - Shetland logo]

Shetland UHI, University of the Highlands and Islands

Accident, Incident and Hazard Reporting

Procedure code

Lead Officer (Post):	Compliance and Projects Coordinator
Responsible Office/ Department:	Health, Safety and Wellbeing
Responsible Committee:	Health, Safety and Wellbeing Committee

Accessible versions of this procedure are available upon request.

Regarding Accident, Incident or Hazard Reporting:

Accidents are 'loss events' that cause damage to property, the environment, injury or health issues to anyone while on our campus or any member of staff or students while on college business or training at another site.

Any event where a First Aid box has been used, a First Aider has been involved in response to an incident, an ambulance has been called, any work-related injury (including Manual Handling) or illness which developed / progressed at work must be reported to line managers as a work-related injury within 24 hours of absence. Any cases of Occupational Health diseases such as dermatitis or infectious disease must be reported as soon as detected.

In addition, if a doctor has certified that a member of staff has a reportable work-related disease or injury or they have been signed off with a **work-related injury for more than 7 working days**, the Compliance and Projects Coordinator must be informed immediately as Shetland UHI may be required to formally report this to the HSE under RIDDOR, within 15 days.

Last modified: 13/05/2022 11:23

An **Incident** is an event, including any near miss or dangerous occurrence where no injury, property or environmental damage has resulted. It is important to report these urgently to prevent recurrence and also because some Incidents are reportable to HSE.

A **Hazard** is a situation that poses an imminent level of threat to life, health, property, or the environment. Everyone has a duty to bring hazards to the College's attention as soon as they are identified.

Accident/Incident/Hazard Reporting applies to staff, students, contractors, and the public.

Accident and Incident Reporting

As soon as it is safe and practical to do so, for all those involved, an accidents or incident must be reported by filling in the Accident Book at Reception in the Lerwick Main Building and Scalloway Main Building.

- The report sheet must be fully completed and a short summary entered at the front of the book.

- Reception is then required to detach the accident report page and send it to the Compliance and Project Coordinator on the day of reporting.

Once an accident or Incident has been reported, it will be scrutinised in case further action is required then recorded in our Accident Statistics for reporting via internal channels.

Depending on the accident's severity it may be subject to a formal investigation.

In which case the Compliance and Projects Coordinator may:

- Report the accident to HR

- Inform the appropriate enforcing authority;

- Inform our insurers.

- Assign appropriately competent persons to assist with the investigation either from within the College or outwith it, as appropriate;

- Collate information obtained about the incident and any emerging trends by completing the Accident/Incident Investigation and Witness Statement forms;

- Report anonymised findings to the Health, Safety and Wellbeing Committee, who will make recommendations at the appropriate level to the Boards management;

- Provide feedback to those involved in the incident.

Where a serious injury or death occurs the Compliance and Projects Coordinator must report to HSE under RIDDOR and follow instructions regarding investigations. HSE may

Last modified: 13/05/2022 11:23

request that the site is cordoned off securely, the police are informed and no further internal investigation is allowed.

Accidents Reports (including incidents) and Hazard Reports are an agenda items of Health, Safety and Wellbeing Committee and accident statistics are reported to UHI.

Accident statistics are used internally to study accident trends and to improve safety going forward.

Health, Safety & Wellbeing Committee reports its minutes which include Accident, Incident and Hazard Log reports to the Operations and Estates Committee and to all staff via SharePoint.

Where deemed necessary and urgent, Accidents, Incidents and Hazards, will be reported directly to senior management, HR, the Principal and/or the Board.

Hazard Reporting

A hazard that is an imminent danger, should be reported immediately to your line manager, supervisor, instructor so that action can be taken to remove the hazard. The line manager, supervisor, instructor should arrange for the hazard to be resolved by relevant staff such as Estates Technician or Janitor but must also report the hazard to the Compliance and Projects Coordinator for our records.

Where danger is not imminent, or if you feel that satisfactory action to remove a hazard has not been taken, you may use the Hazard Report on SharePoint in the H&S Documents area, this can be done anonymously.

All Hazards and Near Misses will be recorded on the Hazard Reporting page on SUHI SharePoint which can be found in the Health, Safety & Wellbeing tab. SH Health, Safety & Wellbeing - Home (sharepoint.com)

Even after the hazard has been resolved the Compliance and Projects Coordinator may investigate the Hazard to ensure that the problem has been fully removed, a similar event will not occur again and to learn from the incident.

Urgent Actions

Where a hazard has the immediate potential to cause, damage to property, injury or death, the Compliance and Projects Coordinator may issue an Urgent Action by email to individual staff.

Urgent Action's must be given priority over normal work.

Urgent Actions are expected to be completed immediately. Where that might not be possible, the action will contain a reasonable deadline. If the deadline is not adhered to then

Last modified: 13/05/2022 11:23

the Urgent Action will be escalated first to a line manager then to SMT, the Director or the Board.

Urgent Action Communication:

If it becomes apparent that an Urgent Action deadline cannot be achieved the Compliance and Projects Coordinator must be informed immediately. This is to give the Compliance and Projects Coordinator an opportunity to resolve the issue by some other method.

1. Version Control and Change History

Version	Date	Approved by	Amendment(s)	Author
1				
2				
3				
4				

Last modified: 13/05/2022 11:23