



National Offender Management Service

NOMS Health and Safety Arrangements for the Management of Stress in Staff		
This instruction applies to:-		Reference:-
NOMS HQ Prisons National Probation Service		AI 21/2015 PSI 32/2015 PI 23/2015
Issue Date	Effective Date <i>Implementation Date</i>	Expiry Date
12 November 2015	12 February 2016	11 November 2018
Issued on the authority of	NOMS Agency Board	
For action by	<p>All staff responsible for the development and publication of policy and instructions</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> NOMS HQ <input checked="" type="checkbox"/> Public Sector Prisons <input type="checkbox"/> Contracted Prisons* <input checked="" type="checkbox"/> National Probation Service (NPS) <input type="checkbox"/> Community Rehabilitation Companies (CRCs) <input type="checkbox"/> Other Providers of Probation and Community Services <input checked="" type="checkbox"/> Governors <input checked="" type="checkbox"/> Heads of Groups <input type="checkbox"/> NOMS Rehabilitation Contract Services Team <p><i>* If this box is marked, then in this document the term Governor also applies to Directors of Contracted Prisons</i></p>	
Instruction type	HR and Health/Safety Function	
For information	e.g. All staff, sub contractors	
Provide a summary of the policy aim and the reason for its development / revision	This instruction is one of a number of Prison Service Instructions (PSIs)/ and Probation Instructions (PIs) and forms part of NOMS' Health and Safety Management Arrangements. It sets out the high level requirements for NOMS to achieve reasonably practicable prevention and control of the effects of stress in NOMS staff.	
Contact	<p>For further information about this PSI contact Policy lead: Kathryn Ball – National Lead HS, NOMS HQ Email – kathryn.ball@noms.gsi.gov.uk Tel: 0300 047 5004</p>	
Associated documents	<p>PSI 06/2015, AI 04/2015, PI 03/2015 Policy, Organisation And Summary Arrangements For The Management Of Health And Safety; PSI 07/2013 Occupational Health PI 46/2014 Occupational Health PSO 8404 – Management of Attendance PSI 32/2011 Ensuring Equality PSI 33/2011 Equality of Treatment for Employees</p>	

	PSI 02/2014 AI 08/2014 NOMS Policy on Managing Performance PSI 08/2010 AI 06/2010 Post Incident Care PSI 06/2010 AI 05/2010 Conduct and Discipline PSI 12/2013 AI 02/2013 Managing Poor Performance NOMS' Stress Toolkit Occupational Health & Safety Guidance Note 03/2009 – Stress Management: Risk Assessment and Work Related Stress (at the link above) HELP Employee Assistance online MyServices NTS 04/2011 Flexible Working Work Life Balance (NTS 04/2011) Civil Service Learning (CSL) PAS 1010 Guidance on the management of psychosocial risks in the Workplace.
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Replaces the following documents which are hereby cancelled:
 Not applicable

Audit/monitoring:
 Compliance with this instruction will be monitored at three levels:
 Locally via quarterly regular report to establishment/NPS Divisional health and safety committees on inspection activity against inspection plan via the NORCET HSF monitoring tool.
 Regionally via establishment assurance visits from regional HS teams or Divisionally via Cluster visits from Divisional HS teams.
 Nationally via NORCET monitoring reports and Independent Audit and Assurances Governance and Order Audits.

Monitoring and Review - All Directorates, Regions and Divisions
Directorate and regional management bodies must put processes and structures in place, or use existing processes and structures to:

- *Monitor specifically the action plan derived from the stress risk assessment*
- *Identify and react to developing problems and issues*
- *Review the assessment when circumstances change significantly or at least annually*
- *Report at least 6 monthly on directorate performance in achieving the standards.*

Public Sector Prisons (PSPs)
 The quarterly “NORCET” HSF Risk Control Evaluation Tool includes a set of 10 questions allowing custodial establishments to evaluate and self-report the effectiveness of their delivery of measures to meet the stress standards. These results should be collated and analysed at regional level and collated and summarised for report to the NOMS NEMC Health, Safety, and Fire Sub-Committee.

MoJ's Independent Audit and Assurance (IAA)
 IAA undertake a “Governance and Order” audit of all PSPs including consideration of health, safety and fire on a 3 year cycle. IAA use the NORCET structure as a basis to audit on and will look specifically at priorities within HSF determined from current performance information.

OH Advisor
 Establishments, Directorates and NPS Divisions, via HRBPs and HS Advisors, should arrange via their OH Advisor to get regular feedback on relevant aspects of anonymised casework and trends relating to stress.

Health, Safety and Fire Committee
 These committees provide a formal forum for the oversight of plans, the identification of concerns, deliberation and consultation on options for improvement and for making appropriate decisions or recommendations between managements, staff and unions. The management of stress should be regularly on its agenda
 HRBPs should monitor the effectiveness of LTI processes in gathering employee concerns re stress issues.

Introduces amendments to the following documents:
 Not applicable

Notes: All Mandatory Actions throughout this instruction are in italics and must be strictly adhered to.

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1. Executive summary

- 1.1 Excessive pressure at work can and does have a significant adverse effect on employee health and wellbeing. Stress related sickness absence accounts for at least 20% of all sickness absence in NOMS and staff under unreasonable levels of stress work less effectively and make less effective decisions. This instruction sets out NOMS' commitment to the HSE's Stress Management Standards and the high level requirements for the assessment of the risk of stress in NOMS' directorates and regions and the subsequent planning and implementation of measures to achieve, monitor and maintain those standards.

Background

- 1.2 NOMS recognises that reasonable levels of challenge and pressure are an important part of the value of work for staff and that there are variable levels of resilience and capacity between groups, individuals and over time. NOMS seeks to provide work which includes challenge and stimulation for staff in a supportive environment but recognises the serious personal and organisational impact of stress on its staff when pressure becomes excessive or capacity to cope is compromised by illness or other circumstances.
- 1.3 NOMS particularly recognises aspects of the operational custodial role which may expose certain groups of staff to traumatic events, aggression, hostility and violence and is committed to reducing the probability and severity of such events so far as is reasonably practicable. It is also committed to providing all reasonable support and assistance where exposure to such events has occurred.
- 1.4 It is NOMS intention that work-related stress is prevented, controlled or mitigated, so far as is reasonably practicable for its staff. NOMS will also provide appropriate and proportionate support for those employees who experience stress from causes not directly related to work.
- 1.5 This approach is intended to be operated in the context of practical and proportionate risk control and to protect and contribute to personal mental and physical health, avoid unnecessary harm and to deliver efficient and effective services.

Desired outcomes

- 1.6 Work-related injury and ill health amongst staff and contractors is reduced and controlled.
- 1.7 HS Risks are meaningfully assessed and proportionately controlled and monitored.
- 1.8 Staff, receive adequate information, instruction, training and supervision to maintain safety and health and staff and their representatives are consulted about stress.
- 1.9 Serious stress is detected and responded to.

Application

- 1.10 This arrangement applies to all NOMS' employees whether engaged in activities on NOMS' premises or elsewhere.
- 1.11 Any reference to NOMS in this instruction includes NPS unless otherwise stated.
- 1.12 These arrangements relate to general work-related stress or its combination with non-work related pressures on staff where relevant. They do not cover the detailed processes

associated with post-severe incident response and care for which there is separate policy and procedure.

Contracted Workers

- 1.13 Employers contracted to provide services to NOMS are not directly subject to these arrangements but the contract letting and monitoring process must ensure that suitable measures are in place and followed to ensure that the stress risk to the contractor's staff is adequately managed.

Mandatory actions

- 1.14 NOMS subscribes to HSE's Stress Management Standards ("the standards"). The standards define "states to be achieved" under each of six stressor categories; Demands, Control, Support, Role, Relationships and Change (see [Annex A](#) for more detail).
- 1.15 *All NOMS Directorates, NPS Divisions, groups, establishments / workplaces and teams must achieve these standards by the following actions.*
- 1.16 *Deputy Directors must ensure that a stress risk assessment is conducted for the staff and services for which they are responsible, using appropriate measurement tools, data sources and personnel and, from it, assess the extent to which the services under their control achieve the standards.*
- 1.17 *Deputy Directors must ensure that, from this risk assessment, an action plan (see [Annex B](#) for NOMS, [Annex C](#) for NPS) is developed to implement those reasonably practicable measures required to address shortfalls identified by the assessment in achieving these standards.*
- 1.18 *Regional, NPS Divisional and HQ Directorate senior management teams must monitor routinely, using appropriate measurement tools and data sources, the delivery of these plans and take action to ensure they are maintained.*
- 1.19 *Senior HRBPs and Regional/Divisional HS Leads must provide assurance and advice on the implementation and monitoring of stress assessment and management activities and support and facilitate relevant activities.*
- 1.20 *Establishments, Groups and NPS Clusters must respond to these plans aligning their own activities where appropriate and engaging with preventative and remedial work to reduce stress in line with the HSE's defined standards.*
- 1.21 *The risk assessment process must distinguish at what level action or information is required so that proportionate responses to risks identified can be applied at the right levels.*
- 1.22 *The regional / NPS Divisional / HQ Directorate risk assessment must be reviewed where there is a change in circumstances likely to change its validity or effectiveness and, at any rate, at least annually*
- 1.23 *Staff must be given the opportunity to express and report what concerns they have with regard to stress at work as part of the development and review of the risk assessment on a reasonably regular basis. Action plans must contain suitable structures and processes for identifying, considering and responding to these concerns. Established processes such as Listen to Improve must be considered as a means to achieve this.*
- 1.24 *Staff are encouraged to discuss all concerns with their managers. However, staff who feel themselves to be under sustained, excessive pressure (see significant stress terminology*

below) must report this to their line manager. Where relationships with line management are perceived to make this problematic, staff must seek advice from

- a) the confidential employee assistance program;
- b) an HRBP
- c) a Cluster/Divisional Lead, Health and Safety.

They can of course seek advice from union or staff representatives at any time as well.

- 1.25 Line managers must be both proactive and reactive in watching for and responding to signs of stress in their staff / teams. However, they are not expected to know of its existence without an outward expression of it by the member of staff.

Where a member(s) of their staff:

- a) appears to be suffering, or reports suffering, from **significant or sustained** stress, or,
- b) is returning to work following absence associated with stress.

- 1.26 the line manager must undertake, or arrange to be undertaken, a risk assessment in line with [Annex E](#) to identify the reasonably practicable measures that can be taken to prevent, control or mitigate that employee's stress risk and agree a schedule and arrangements to monitor the effect of these measures. It is important to note that this assessment will involve discussion with the member of staff and may result in action being required on the part of EITHER management or employee, or BOTH.

- 1.27 These arrangements and the associated policies, procedures and resources listed at [Annex F](#) and [Annex G](#) must be clearly signposted and summarised in induction / orientation training for all staff and a record made of this on the employee's OLM path. The same information should be regularly signposted or re-emphasised for staff at least annually (for example by NTS or staff briefings).

- 1.28 Line managers and those ancillary to employee support processes must ensure that the support and information referred to in [Annex F](#) and [Annex G](#) is made readily available and accessible for employees who report, or display signs of, significant stress as a consequence of work and / or non-work related activities irrespective of grade, function, work location or their access to communication devices

- 1.29 In achieving the standards, all managers and staff must take into proper consideration and be guided by relevant material in the Annexes to this instruction and other NOMS support materials, most notably:

- MyServices Information on Occupational Health, Employee Assistance and Sickness Absence
- Employee Assistance Website
- NOMS' Intranet Attendance Toolkit
- NOMS' Intranet Stress Toolkit

Significant Stress Terminology (see 1.25 above):

- 1.30 The following attempts to convey the type of circumstances in which a member of staff should raise concerns with their line manager.

- Substantially lacking in control over their normal work patterns or hours;
- Under sustained excessive workload,
- Significantly without adequate and appropriate peer or manager support;
- Unwillingly excluded from manager or team

- Victimised or harassed;
- Unable to perform or understand their duties adequately;
- Potentially or actually substantially adversely affected by significant change at work
- Significant domestic, personal or health situation(s) are having a major adverse impact on their ability to work effectively

Resource Impact

1.31 Management of Stress including the use of stress surveys and developing stress risk assessments and action plans should already be part of the business arrangements for dealing with H+S risk increasing engagement since it has been part of NOMS' guidance material for some time. This notice serves to distil the core activities and to clarify who is responsible for carrying out different aspects of this area of work and therefore should not have any significant impact on resources.

(Approved for Publication)

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Director of Human Resources

HSE Stress Management Standards Summary

1. Demands:

Standard:

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

What should be happening/States to be achieved?

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

2. Control:

Standard:

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

What should be happening/States to be achieved?

Where possible, employees have control over their pace of work; employees are encouraged to use their skills and initiative to do their work;
Where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work;
The organisation encourages employees to develop their skills;
Where reasonable, employees have a say over when breaks can be taken;
Employees are consulted over their work patterns.

3. Support:

Standard:

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

What should be happening/States to be achieved?

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

4. Relationships:

Standard:

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

What should be happening/States to be achieved?

The organisation promotes positive behaviours at work to avoid conflict and ensure fairness; employees share information relevant to their work;

The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour;

Systems are in place to enable and encourage managers to deal with unacceptable behaviour; and systems are in place to enable and encourage employees to report unacceptable behaviour.

5. Role**Standard:**

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

What should be happening/States to be achieved?

The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible;

The organisation provides information to enable employees to understand their role and responsibilities;

The organisation ensures that, as far as possible, the requirements it places upon employees are clear;

Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.

6. Change:**Standard:**

Employees indicate that the organisation engages them frequently when undergoing an organisational change;

Systems are in place locally to respond to any individual concerns.

What should be happening/States to be achieved?

The organisation provides employees with timely information to enable them to understand the reasons for proposed changes;

The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals;

Employees are aware of the probable impact of any changes to their jobs.

If necessary, employees are given training to support any changes in their jobs;

Employees are aware of timetables for changes;

Employees have access to relevant support during changes

Exemplar Regional Stress Action Plan for NOMS/Custodial Settings

<u>STRESSORS</u>	<u>ACTION</u>	<u>RISK INDICATOR</u>	<u>PERSON(S) RESPONSIBLE</u>	<u>DATE/S</u>	
				Implementation	Review
<p>Issues raised by staff in focus groups, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).</p>	<p>Interventions are based on established people plan initiatives or initiatives shown to have positive impact by the Health and Safety Executive (HSE). Solutions offered by staff have been taken into account.</p> <p>(PP = Existing People Plan Initiative)</p>	<p>H = High Priority</p> <p>M = Medium</p> <p>L = Low</p>	<p>(Identify person(s) responsible for implementing and monitoring the intervention/action)</p>		
<u>DEMANDS</u>					
<ul style="list-style-type: none"> ➤ Increasing workload ➤ Decreasing staff in post ➤ Covering profiling shortfalls ➤ Unrealistic targets ➤ Clustering – being in two places at once ➤ Solo roles – no cover for annual leave – work builds up. ➤ Working long hours ➤ Unnecessary paperwork ➤ Having to work through lunch to complete admin tasks ➤ Not enough time to do the job properly 	<p>(1) Consultative review of workload reflecting both need of business and employee job satisfaction. (Achieve equitable distribution of work amongst certain staff groups). (PP)</p>	H			
<ul style="list-style-type: none"> ➤ Training not provided to support new line managers (See Support – Managers) 	<p>(2) (i) Survey first line managers (and prospective managers) to ascertain skills gap.</p>	H			

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Issues raised by staff in focus groups, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).	Interventions are based on established people plan initiatives or initiatives shown to have positive impact by the Health and Safety Executive (HSE). Solutions offered by staff have been taken into account. (PP = Existing People Plan Initiative)	H = High Priority M = Medium L = Low	(Identify person(s) responsible for implementing and monitoring the intervention/action)		
	<p>(ii) Create a staff development plan to include:</p> <ol style="list-style-type: none"> (1) Individual and team development (2) Stress Management for line managers training (3) Mentoring and coaching (4) Performance management and time prioritisation (5) Understanding new roles and expectations <p>(iii) Review how training can be delivered within operational constraints more effectively (PP)</p>				
<ul style="list-style-type: none"> ➤ Training not provided to support staff in new roles ➤ Poor management ➤ Poor communication from line managers 	<p>(3) Provide staff with improved handover/induction support (PP)</p> <p>(4) Extend mentoring schemes (PP) (Primarily for Officers but consider schemes for first line managers also).</p> <p>Where ratios of experienced (Skilled): inexperienced (Requiring Development) staff means that such schemes are not viable consider group-based alternatives.</p>	M M			

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				Implementation	Review
	(5) Provide staff with stress awareness training (6) Review Officer recruitment parameters. Where nothing can be done locally at least provide feedback to inform national approach.	M M			
➤ IT issues, staff feel unable to access or do not have appropriate skills to use correctly	(7) Provide IT skills commensurate with job role. (PP) (8) Provide appropriate Quantum access for all staff. (PP)	M M			
➤ Confusion over who has management responsibility – leading to conflicting tasks	(9) Provide clear management structure for all staff	L			
➤ Lazy staff not challenged, adds to workload	(10) (i) SPDR training – poor performance (ii) Implement checks for quality of SPDRs (iii) Introduce regular bi-laterals for all staff (PP).	H M M			

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➤ Language and culture not being addressed	(11) Make Diversity Officers aware. (12) Review and provide cultural awareness training where appropriate.	L L			
➤ Poor condition of work clothing – delays on getting uniform	(13) Raise locally with Governing Governors	L			
➤ Impact of work travel on workload (i.e. reduces available time)	(14) Identify/eliminate unnecessary travel. Consider alternatives such as phone/video conferencing.	M			
<u>CONTROL</u>					
➤ Shift patterns (Lack of control over plus can be oriented towards offender) ➤ System of allocating annual leave ➤ Procedure to cancel leave within 48 hours unfair	(15) Work/Life Balance Committees composed of Head of Personnel, Deputy Governor and the Diversity Manager to consider all work/life balance applications and review individuals on scheme (PP). (16) Consult staff to establish how they would like to see shift patterns managed.	H M			

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	Consider the implementation of effectively-managed self-rostering.				
➤ Poor management ➤ Inconsistent decision making	(17) Increase the decision-making authority of all staff – ‘ Exploding the myths ’ sessions for staff, primarily first line managers, for Governor to clarify decision-making levels and processes for feedback and review (PP). (18) Introduce First line managers meetings .	M M			
➤ Unable to take lunch breaks	(19) Managers to ensure staff are able to take their allotted breaks	H			
➤ Setting up workshops in own time (Workshop staff)	(20) Review time allowed for setting up workshops, and identify staff working outside of conditioned hours	L			
➤ Too much bureaucracy ➤ Quantity over quality ➤ Budget constraints – limited resource	See point (1).				

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<ul style="list-style-type: none"> ➤ Frequent staff moves/changes in team ➤ No consistency in Wing regimes 	<p>(21) Review Wing regimes to increase consistency and make staff moves, where necessary, more straightforward.</p>	M			
<u>SUPPORT – MANAGERS</u>					
<ul style="list-style-type: none"> ➤ Inconsistent decision-making (Confusing/undermining) ➤ Poor level of professionalism (breach of confidence) ➤ Poor communication ➤ Lack of respect ➤ Managers do not give praise – only negative feedback ➤ SPDR not used correctly to develop staff – training ignored or not made available ➤ Lack of contact with managers ➤ Poor performance not challenged ➤ Threat of ET 	<p>Provide first line managers training – see points (2) and (10) (PP).</p> <p>Effective implementation of ‘New Horizons’ package.</p> <p>(Plus see points (25) and (30) – team meetings)</p>	H			

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➤ Policies on diversity/unacceptable behaviour not upheld	(22) Review of Equal Opportunities, Diversity and Reporting Wrongdoing policies (PP). (23) Ensure staff are aware of the above policies	M M			
➤ No flexibility on shifts	See points (15) and (16)				
➤ Left to own devices ➤ Unsure if doing a good job or not	See point (10)				
➤ Lack of time to support staff	See Point (1)				
<u>SUPPORT – PEER</u>					
➤ Inconsistent quality of new recruits	See points (4) and (6)				

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➤ Wrong balance of experienced (Skilled) and inexperienced (requiring development) officers	(24) Try and maintain a balance of experienced and inexperienced officers. Also see point (4).	M			
➤ No team ethos	(25) Introduce regular team meetings (PP) . (See point (30))	H			
<u>RELATIONSHIPS</u>					
<ul style="list-style-type: none"> ➤ Bullying ➤ Managers lack people skills ➤ Some discipline staff look down on civilian staff ➤ Relationships between staff/peers can lead to inappropriate knowledge in discipline matters 	See points (2), (10), (22) and (23). Wider review of bullying – nationally?				
➤ Poor communication/understanding between groups of staff	(26) Promote inter-team communications See also (17) and (18) and (25/31)	M			
➤ Working with contractors	(27) Ensure contractors are aware of HMPS Policies and adhere to these while on HMPS premises	M			

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➤ Increasing issues with local communities	(28) Evaluate the impact of prison contact with the local community. Where appropriate consider means to improve the situation (e.g. appoint Community Liaison Officer).	M			
➤ No contact with Senior Managers	(29) Introduce Senior Managers ‘walks’ – increase contact with staff.	M			
<u>CHANGE</u>					
<ul style="list-style-type: none"> ➤ Lack of consultation ➤ Change poorly communicated ➤ Constant change of KPTs/Profiles/ Management personnel ➤ Poor communication ➤ Unclear expectations ➤ Changing priorities 	<p>(30) Team meetings. Managers to hold regular team meetings at which performance and development issues can be discussed. Staff participation encouraged. (PP)</p> <p>Team meetings to include information on performance of establishment and team’s contribution to that achievement.</p> <p>(31) Use briefings more effectively to hand information forward to catch staff on alternative shift patterns etc.</p> <p>(32) Post details of establishment performance in prominent position</p>	H			

<u>STRESSORS</u> Issues raised by staff in focus groups, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).	<u>ACTION</u> Interventions are based on established people plan initiatives or initiatives shown to have positive impact by the Health and Safety Executive (HSE). Solutions offered by staff have been taken into account. (PP = Existing People Plan Initiative)	<u>RISK INDICATOR</u> H = High Priority M = Medium L = Low	<u>PERSON(S) RESPONSIBLE</u> (Identify person(s) responsible for implementing and monitoring the intervention/action)	<u>DATE/S</u>	
				Implementation	Review
<ul style="list-style-type: none"> ➤ Lack of consultation ➤ When consulted feel like not listened to ➤ Change poorly communicated ➤ Constant change of KPTs/Profiles/Management personnel ➤ Poor communication 	<p>(33) Staff Council. Composed of staff representatives from all departments of the prison, nominated by their peers, who will meet regularly with the Governor (SMT) to receive and give feedback on developments within the prison/Service.</p> <p>Staff Council could monitor people plan/stress initiatives. (PP)</p>	H			
<ul style="list-style-type: none"> ➤ When changes made – posted on intranet, but old info not removed – allowing for mistakes 	<p>(34) Ensure information updated and old information removed</p>	M			
<ul style="list-style-type: none"> ➤ Switch of IT systems was poorly managed – not enough training 	See points (7) and (8)				
<ul style="list-style-type: none"> ➤ Little assessment of operational impact of change ➤ Change is not being adequately resourced 	<p>(35) Where appropriate undertake assessment of local change; provide feedback to national initiatives (HR Change Manager; Business Change Support Team (BCST)).</p>	M			
<u>ROLE</u>					

<u>STRESSORS</u> Issues raised by staff in focus groups, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).	<u>ACTION</u> Interventions are based on established people plan initiatives or initiatives shown to have positive impact by the Health and Safety Executive (HSE). Solutions offered by staff have been taken into account. (PP = Existing People Plan Initiative)	<u>RISK INDICATOR</u> H = High Priority M = Medium L = Low	<u>PERSON(S) RESPONSIBLE</u> (Identify person(s) responsible for implementing and monitoring the intervention/action)	<u>DATE/S</u>	
				Implementation	Review
➤ Unclear expectations (including regular changes in tasks/routine) ➤ Changing priorities ➤ Poor communication from line managers	See points (17), (18), (30), (31) and (32)				
➤ No inter-team communication	See points (17), (18), (30), (31) and (32)				
➤ Conflicting roles	See point (1)				
➤ Training not provided to support staff in new roles	See points (2), (3), (4), (7) and (10)				
➤ Poor understanding of other staff roles	(36) Introduce Job exchange/job shadowing schemes, where appropriate (PP)	L			

Exemplar Regional Stress Action Plan for NPS Settings

<u>STRESSORS</u>	<u>ACTION</u>	<u>RISK INDICATOR</u>	<u>PERSON(S) RESPONSIBLE</u>	<u>DATE/S</u>	
				Implementation	Review
<p>Issues raised by staff, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).</p>	<p>NB National projects such as the NPS Effectiveness, Efficiency and Excellence Programme and NOMS HR NPS Stabilisation Project will have outcomes and recommendations that have a direct relevance to stress management. Once published Divisions will need to update this action plan to include actions arising from these programmes/projects</p>	<p>H = High Priority</p> <p>M = Medium</p> <p>L = Low</p>	<p>(Identify person(s) responsible for implementing and monitoring the intervention/action)</p>		
<u>DEMANDS</u>					
<ul style="list-style-type: none"> ➤ Volume of work variable and excessive on occasions ➤ Decreasing staff/recruitment delays ➤ Increasing workload ➤ Unrealistic targets e.g. ORA timescales ➤ Conflicting priorities ➤ Working long hours ➤ Unnecessary paperwork ➤ Duplication of effort recording offender information, sharing of information ➤ Having to work through lunch to complete admin tasks 	<p>(1) Implement Workload Measurement Tool then monitor use to balance caseloads effectively and equitably.</p> <p>(2) Ensure management oversight of caseload so allocation is on the basis of individual competencies and experience.</p> <p>(3) Review resource distribution against work demands, accommodation capacity, managerial oversight etc.</p>				

<u>STRESSORS</u>	<u>ACTION</u>	<u>RISK INDICATOR</u>	<u>PERSON(S) RESPONSIBLE</u>	<u>DATE/S</u>	
				Implementation	Review
<p>Issues raised by staff, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).</p>	<p>NB National projects such as the NPS Effectiveness, Efficiency and Excellence Programme and NOMS HR NPS Stabilisation Project will have outcomes and recommendations that have a direct relevance to stress management. Once published Divisions will need to update this action plan to include actions arising from these programmes/projects</p>	<p>H = High Priority</p> <p>M = Medium</p> <p>L = Low</p>	<p>(Identify person(s) responsible for implementing and monitoring the intervention/action)</p>		
<ul style="list-style-type: none"> ➤ Not enough time to do the job properly ➤ Travel time demands from split site operation 	<p>(4) All managers to include stress risk assessment in general team H&S risk assessments.</p>				
<ul style="list-style-type: none"> ➤ Procurement process time consuming and frustrating 	<p>(5) Review manager's awareness of procedures and access to relevant guidance & support.</p> <p>(6) Transfer of iProc processes from centre to Divisional Hub</p>				
<ul style="list-style-type: none"> ➤ IT speed slow at times, hyperlinks fail ➤ Lack of IT skills 	<p>(7) Provide IT skills commensurate with role.</p> <p>(8) Escalate IT failures</p>				
<ul style="list-style-type: none"> ➤ Coping with unpleasant or difficult situations/incidents 	<p>(9) Review & update local violence/aggression risk management control measures, brief staff and run practice drills.</p>				

<u>STRESSORS</u>	<u>ACTION</u>	<u>RISK INDICATOR</u>	<u>PERSON(S) RESPONSIBLE</u>	<u>DATE/S</u>	
				Implementation	Review
<p>Issues raised by staff, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).</p>	<p>NB National projects such as the NPS Effectiveness, Efficiency and Excellence Programme and NOMS HR NPS Stabilisation Project will have outcomes and recommendations that have a direct relevance to stress management. Once published Divisions will need to update this action plan to include actions arising from these programmes/projects</p>	<p>H = High Priority</p> <p>M = Medium</p> <p>L = Low</p>	<p>(Identify person(s) responsible for implementing and monitoring the intervention/action)</p>		
<ul style="list-style-type: none"> ➤ Shared services – lack of training and skills in using services ➤ Recruitment delays 	<p>(10) Provide additional briefings to managers and staff.</p> <p>(11) Implement effective/improve local vetting procedures.</p> <p>(12) Escalate complaints</p>				
<ul style="list-style-type: none"> ➤ Poor management ➤ Poor communication from line managers ➤ Line managers training inconsistent. ➤ Training not provided to support new line managers (See Support – Managers) ➤ SPO role scope increased significantly ➤ Unequal spans of control and workloads between managers 	<p>(13) Survey training needs of first line managers.</p> <p>(14) Review individual manager’s skills gap in SPDR review and create personal development plan.</p>				

<u>STRESSORS</u>	<u>ACTION</u>	<u>RISK INDICATOR</u>	<u>PERSON(S) RESPONSIBLE</u> (Identify person(s) responsible for implementing and monitoring the intervention/action)	<u>DATE/S</u>	
				Implementation	Review
<p>Issues raised by staff, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).</p>	<p>NB National projects such as the NPS Effectiveness, Efficiency and Excellence Programme and NOMS HR NPS Stabilisation Project will have outcomes and recommendations that have a direct relevance to stress management. Once published Divisions will need to update this action plan to include actions arising from these programmes/projects</p>	<p>H = High Priority M = Medium L = Low</p>			
<ul style="list-style-type: none"> ➤ Training not provided to support staff in new roles ➤ Agency staff unclear on roles ➤ Quality of training varies ➤ Lack of time to attend training ➤ Centralised training leads to high travel demands 	<p>(15) Undertake review of training delivered, identify gaps and develop training programme.</p> <p>(16) Empower staff to take responsibility for their own personal development.</p> <p>(17) Review how training can be delivered within operational constraints more effectively.</p>				
<ul style="list-style-type: none"> ➤ Confusion over who has management responsibility – leading to conflicting tasks 	<p>(18) Provide clear management structure for all staff.</p> <p>(19) Communicate responsibilities details (e.g. office H&S tasks, office sharing agreements etc.).</p>	-			
<ul style="list-style-type: none"> ➤ Poor performing staff not challenged, adds to workload 	<p>(20) SPDR training - managing poor performance.</p>	-			

<u>STRESSORS</u>	<u>ACTION</u>	<u>RISK INDICATOR</u>	<u>PERSON(S) RESPONSIBLE</u>	<u>DATE/S</u>	
				Implementation	Review
Issues raised by staff, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).	NB National projects such as the NPS Effectiveness, Efficiency and Excellence Programme and NOMS HR NPS Stabilisation Project will have outcomes and recommendations that have a direct relevance to stress management. Once published Divisions will need to update this action plan to include actions arising from these programmes/projects	H = High Priority M = Medium L = Low	(Identify person(s) responsible for implementing and monitoring the intervention/action)		
	(21) Implement checks for quality of SPDRs. (22) Managers to hold regular supervisions sessions with staff.				
<u>CONTROL</u>					
<ul style="list-style-type: none"> ➤ Staff not always able to take breaks particularly Court staff/SPOs in court at lunchtime ➤ Conflicting priorities 	See points 1, 2, 3 and 4.				
<ul style="list-style-type: none"> ➤ Too much bureaucracy ➤ Quantity over quality ➤ Budget constraints – limited resource 	See points 1, 2, 3 and 4.				
<ul style="list-style-type: none"> ➤ IT issues – slow operation, links fail, lack of skills 	See points 7 and 8				

<u>STRESSORS</u>	<u>ACTION</u>	<u>RISK INDICATOR</u>	<u>PERSON(S) RESPONSIBLE</u>	<u>DATE/S</u>	
				Implementation	Review
<p>Issues raised by staff, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).</p>	<p>NB National projects such as the NPS Effectiveness, Efficiency and Excellence Programme and NOMS HR NPS Stabilisation Project will have outcomes and recommendations that have a direct relevance to stress management. Once published Divisions will need to update this action plan to include actions arising from these programmes/projects</p>	<p>H = High Priority</p> <p>M = Medium</p> <p>L = Low</p>	<p>(Identify person(s) responsible for implementing and monitoring the intervention/action)</p>		
<ul style="list-style-type: none"> ➤ Working conditions uncomfortable too hot in summer, too cold in winter ➤ Premise faults take too long to repair ➤ Long computer based hours at uncomfortable workstations ➤ Space issues especially in courts 	<p>(23) Establish consultative meetings with MoJ estates regional property asset manager.</p> <p>(24) Escalate FM contract failings.</p> <p>(25) Monitor implementation of Cardinus on line DSE assessment system.</p>				
<ul style="list-style-type: none"> ➤ Difficulty maintaining a work/life balance ➤ Personal factors e.g. personal relationships, care responsibilities, health issues impact on ability to cope with work pressures 	<p>(26) Implement flexible work options within existing policies.</p> <p>(27) Publicise Employee Assistance Provider to staff and sign post specific staff to services as necessary.</p> <p>(28) Undertake return to work interviews for all stress related sicknesses.</p>				

<u>STRESSORS</u>	<u>ACTION</u>	<u>RISK INDICATOR</u>	<u>PERSON(S) RESPONSIBLE</u>	<u>DATE/S</u>	
				Implementation	Review
<p>Issues raised by staff, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).</p>	<p>NB National projects such as the NPS Effectiveness, Efficiency and Excellence Programme and NOMS HR NPS Stabilisation Project will have outcomes and recommendations that have a direct relevance to stress management. Once published Divisions will need to update this action plan to include actions arising from these programmes/projects</p>	<p>H = High Priority</p> <p>M = Medium</p> <p>L = Low</p>	<p>(Identify person(s) responsible for implementing and monitoring the intervention/action)</p>		
	<p>(29) Undertake individual stress risk assessments for all long term stress sickness absences or where stress identified as a significant factor in a medical or OH report.</p> <p>(30) Managers to monitor work/life balance in supervisions/SPDR reviews.</p>				
<u>SUPPORT – MANAGERS</u>					
<ul style="list-style-type: none"> ➤ Supervision not held regularly ➤ Appraisal not used correctly to develop staff – training ignored or not made available ➤ Lack of time to support staff ➤ Unsure if doing a good 	<p>(31) All managers to implement SPDR process effectively for all staff, ensuring:-</p> <ul style="list-style-type: none"> (i) clear objectives and performance standards agreed and monitored, (ii) Individual staff development plans 				

<u>STRESSORS</u>	<u>ACTION</u>	<u>RISK INDICATOR</u>	<u>PERSON(S) RESPONSIBLE</u>	<u>DATE/S</u>	
				Implementation	Review
<p>Issues raised by staff, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).</p>	<p>NB National projects such as the NPS Effectiveness, Efficiency and Excellence Programme and NOMS HR NPS Stabilisation Project will have outcomes and recommendations that have a direct relevance to stress management. Once published Divisions will need to update this action plan to include actions arising from these programmes/projects</p>	<p>H = High Priority</p> <p>M = Medium</p> <p>L = Low</p>	<p>(Identify person(s) responsible for implementing and monitoring the intervention/action)</p>		
<p>job or not</p> <p>➤ Managers do not give praise – only negative feedback</p>	<p>(32) Managers hold supervision meeting with all staff on a regular basis.</p> <p>(33) Managers hold regular two way team meetings.</p>				
<p>➤ Poor communication</p> <p>➤ Lack of contact with managers</p> <p>➤ Overuse of communication via email</p> <p>➤ Key messages missed</p> <p>➤ Not sure where to find current policies/guidance</p>	<p>(34) Review effectiveness of communication processes briefing process to ensure structures key messages seen.</p> <p>(35) Managers to check understanding/re-emphasise key messages in supervision/staff meetings.</p> <p>(36) Assess feasibility of introducing “floor talks” as means for regular updates/briefings for all staff.</p> <p>(37) Review location of</p>				

<u>STRESSORS</u>	<u>ACTION</u>	<u>RISK INDICATOR</u>	<u>PERSON(S) RESPONSIBLE</u>	<u>DATE/S</u>	
				Implementation	Review
Issues raised by staff, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).	NB National projects such as the NPS Effectiveness, Efficiency and Excellence Programme and NOMS HR NPS Stabilisation Project will have outcomes and recommendations that have a direct relevance to stress management. Once published Divisions will need to update this action plan to include actions arising from these programmes/projects	H = High Priority M = Medium L = Low	(Identify person(s) responsible for implementing and monitoring the intervention/action)		
	guidance and rationalise on new NOMS intranet and/or Divisional Shared drive when available. (38) Roll out Equip.				
➤ Lack of SMT/ACO visibility	(39) Utilise opportunities within existing demands for ACOs to visit all sites within clusters e.g. rotate location of routine managers meetings, senior managers safety tours.				
<u>SUPPORT – PEER</u>					
➤ Poor team ethos ➤ Teams split over sites leads to isolation and poor team morale	(40) Introduce regular team meetings (see points 22, 27, 32 and 33)				
<u>RELATIONSHIPS</u>					

<u>STRESSORS</u>	<u>ACTION</u>	<u>RISK INDICATOR</u>	<u>PERSON(S) RESPONSIBLE</u>	<u>DATE/S</u>	
				Implementation	Review
<p>Issues raised by staff, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).</p>	<p>NB National projects such as the NPS Effectiveness, Efficiency and Excellence Programme and NOMS HR NPS Stabilisation Project will have outcomes and recommendations that have a direct relevance to stress management. Once published Divisions will need to update this action plan to include actions arising from these programmes/projects</p>	<p>H = High Priority</p> <p>M = Medium</p> <p>L = Low</p>	<p>(Identify person(s) responsible for implementing and monitoring the intervention/action)</p>		
<ul style="list-style-type: none"> ➤ Policies on diversity/unacceptable behaviour not upheld ➤ Occasional bullying/harassment ➤ Lack of respect ➤ Admin staff feel undervalued 	<p>(41) Unacceptable behaviour to be dealt with promptly in accordance with existing diversity, disciplinary policies.</p> <p>(42) Promote inter-team communications.</p> <p>(43) Team meetings to include all staff.</p>				
<ul style="list-style-type: none"> ➤ Issues with CRC relationships in shared offices ➤ Uncertainty from changes in CRC operational procedures 	<p>(44) Utilise interface and contract/commissioning meetings to resolve issues.</p> <p>(45) Review local office sharing agreements and communicate arrangements to all staff to ensure they remain current and effective.</p>				

<u>STRESSORS</u>	<u>ACTION</u>	<u>RISK INDICATOR</u>	<u>PERSON(S) RESPONSIBLE</u>	<u>DATE/S</u>	
				Implementation	Review
<p>Issues raised by staff, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).</p>	<p>NB National projects such as the NPS Effectiveness, Efficiency and Excellence Programme and NOMS HR NPS Stabilisation Project will have outcomes and recommendations that have a direct relevance to stress management. Once published Divisions will need to update this action plan to include actions arising from these programmes/projects</p>	<p>H = High Priority</p> <p>M = Medium</p> <p>L = Low</p>	<p>(Identify person(s) responsible for implementing and monitoring the intervention/action)</p>		
<ul style="list-style-type: none"> ➤ Difficulties accessing court welfare facilities ➤ Office space shortage ➤ Office moves forced by HMCTS often with short notice 	<p>(46) Utilise local court building liaison meetings to address concerns.</p> <p>(47) Court SPOs to attend local court H&S Committees.</p>				
<ul style="list-style-type: none"> ➤ Working with contractors 	<p>(48) Ensure contractors are aware of NPS Policies and adhere to these while on MOJ Estates premises.</p> <p>See also points 23 and 24</p>				
<u>CHANGE</u>					
<ul style="list-style-type: none"> ➤ Significant amount of change. ➤ Rate of change excessively fast. ➤ Change feels continuous with no chance to absorb before further change implemented 	<p>(49) Review effectiveness of briefing process and restructures to improve dissemination of key messages.</p> <p>(50) Managers to check/emphasise key</p>				

<u>STRESSORS</u>	<u>ACTION</u>	<u>RISK INDICATOR</u>	<u>PERSON(S) RESPONSIBLE</u>	<u>DATE/S</u>	
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<p>Issues raised by staff, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).</p>	<p>NB National projects such as the NPS Effectiveness, Efficiency and Excellence Programme and NOMS HR NPS Stabilisation Project will have outcomes and recommendations that have a direct relevance to stress management. Once published Divisions will need to update this action plan to include actions arising from these programmes/projects</p>	<p>H = High Priority</p> <p>M = Medium</p> <p>L = Low</p>	<p>(Identify person(s) responsible for implementing and monitoring the intervention/action)</p>		
<ul style="list-style-type: none"> ➤ Lack of consultation ➤ Poor communication about changes mostly communicated by email or crammed in to team meetings/briefings. ➤ Information overload means critical messages can be missed. ➤ Varying degrees of consistency with communication 	<p>messages received in supervision and team meetings.</p> <p>(51) Consider introducing floor talks as process for regular briefings</p> <p>(52) Maintain and improve NPS news.</p> <p>(53) Include regular change items in team meeting, including information on Cluster performance and team's contribution to that achievement. Staff participation encouraged</p> <p>(54) Post details of Cluster and/or Divisional performance in prominent position in offices.</p>				

<u>STRESSORS</u>	<u>ACTION</u>	<u>RISK INDICATOR</u>	<u>PERSON(S) RESPONSIBLE</u>	<u>DATE/S</u>	
				Implementation	Review
<p>Issues raised by staff, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).</p>	<p>NB National projects such as the NPS Effectiveness, Efficiency and Excellence Programme and NOMS HR NPS Stabilisation Project will have outcomes and recommendations that have a direct relevance to stress management. Once published Divisions will need to update this action plan to include actions arising from these programmes/projects</p>	<p>H = High Priority M = Medium L = Low</p>	<p>(Identify person(s) responsible for implementing and monitoring the intervention/action)</p>		
<ul style="list-style-type: none"> ➤ Unfamiliarity with new operational procedures e.g. ORA, TTG. ➤ Uncertainty from changes in CRC operational procedures 	<p>See points 15, 16 and 17.</p>				
<ul style="list-style-type: none"> ➤ Unclear expectations & unfamiliarity with new roles in prison operations ➤ Confusion about H&S responsibilities in Prison 	<p>(55) Induct Prison based staff to new procedures to increase clarity or role and responsibilities.</p> <p>(56) Managers to monitor new roles, performance & understanding in team meetings and supervision sessions.</p> <p>(57) Managers to ensure staff included in Prison H&S arrangements (e.g. Cardinus immunisation etc.).</p>		<p>Continuing confusion with new ways of working e.g. HR procurement, shared services</p>		
<u>ROLE</u>					

<u>STRESSORS</u>	<u>ACTION</u>	<u>RISK INDICATOR</u>	<u>PERSON(S) RESPONSIBLE</u>	<u>DATE/S</u>	
				Implementation	Review
<p>Issues raised by staff, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).</p>	<p>NB National projects such as the NPS Effectiveness, Efficiency and Excellence Programme and NOMS HR NPS Stabilisation Project will have outcomes and recommendations that have a direct relevance to stress management. Once published Divisions will need to update this action plan to include actions arising from these programmes/projects</p>	<p>H = High Priority</p> <p>M = Medium</p> <p>L = Low</p>	<p>(Identify person(s) responsible for implementing and monitoring the intervention/action)</p>		
<ul style="list-style-type: none"> ➤ Understanding of role – particularly PSOs unclear of role and priorities ➤ Unclear expectations particularly with new ways of working e.g. ORA TTG ➤ Role boundaries unclear between POs and PSOs ➤ Legacy issues mean similar jobs are delivered by different bands 	<p>(58) Implement harmonisation work from National stabilisation projects.</p> <p>(59) Provide staff with an opportunity to discuss role boundary during supervision.</p>				
<ul style="list-style-type: none"> ➤ New staff and agency staff unclear on role and responsibilities New staff issue 	<p>(60) Provide new staff and newly qualified/promoted staff with local induction to the office, their role and their team</p>				
<ul style="list-style-type: none"> ➤ SPO role scope increased significantly 	<p>See point 3, 4, 13, 14 and 58</p>				

<u>STRESSORS</u>	<u>ACTION</u>	<u>RISK INDICATOR</u>	<u>PERSON(S) RESPONSIBLE</u>	<u>DATE/S</u>	
				Implementation	Review
<p>Issues raised by staff, organised into relevant HSE management standard (e.g. Demands). Stressors may be found in more than management standard area (e.g. training to support new line managers can be found in both Support – Manager and Demands).</p>	<p>NB National projects such as the NPS Effectiveness, Efficiency and Excellence Programme and NOMS HR NPS Stabilisation Project will have outcomes and recommendations that have a direct relevance to stress management. Once published Divisions will need to update this action plan to include actions arising from these programmes/projects</p>	<p>H = High Priority</p> <p>M = Medium</p> <p>L = Low</p>	<p>(Identify person(s) responsible for implementing and monitoring the intervention/action)</p>		
<p>➤ Staff feel competency for new roles not sufficiently developed before “going live”</p>	<p>See point 15, 16, 17 and 31(ii)</p>				

Guidance on the Roles of Staff and Groups at all Levels with responsibility under these Arrangements

The successful management of stress requires the involvement of people at all levels, from the NOMS Board to individual staff. This section identifies what is expected of each of these key roles.

Stress is the most common cause of long-term sickness absence.

Although work-related stress is not in its self recognised as an illness, the psychological impact it has can contribute to problems with ill health. As well as anxiety and depression, stress has been associated with heart disease, back pain and gastrointestinal illnesses.

Stress can be triggered by organisational or individual factors. Organisational factors include poor communication, the working environment and job design. Individual factors include personal problems such as bereavement, money worries and illness.

NOMS recognises that stress can have a significant impact on the wellbeing of its staff, and therefore is committed to identifying and managing the risk of stress related illness as far as is reasonably practicable by assessing and managing the risk, providing support through line management and EAP schemes available to staff and regular monitoring through data analysis and employee surveys.

The HSE has identified six categories of substantive factors that can be identified as potential causes of work-related stress, which NOMS has adopted as part of the risk assessment process:

- demands
- control
- relationships
- change
- role
- support

Another potential risk factor is work-life balance. A 'vicious cycle' can occur when increasing stress in one area of life spills over and makes coping with the other yet more difficult.

How managers should deal with cases of stress in their staff is outlined within the guidance and instruction considered within this arrangement. However, senior managers will need to also consider the culture in their establishment(s) and services and how it approaches and manages work-related stress when it arises, to ensure that a consistent approach is maintained and that staff are able to identify their concerns without fear of adverse reactions.

To do this, line managers should know how to respond to signs of stress. They may need training to deal with issues around bullying and performance management in particular and holding difficult conversations in general.

If identified early and managed correctly cases of stress related absence may either be avoided or the absence period minimised, helping both the person involved and the business.

- Review of the stress risk assessment and stress action plans (Annual review or when significant LTI changes occur)
- Oversight of LTI processes to ensure they occur regularly and stress issues are fed into remedial processes including stress risk assessment

- SMT oversight of KPTs for sickness absence & attendance and OH/Rivo data
- Quarterly completion of NORCET tool (Establishments) and consideration by HS Committee and SMTs in PSPs
- Collation and review of the quarterly NORCET returns (Regional + National)
- Case monitoring via attendance meetings
- SPDR and employee-manager bilat/supervision processes

Roles and Responsibilities

NOMS National Executive Management Committee

NOMS NEMC are ultimately responsible for the effective delivery and oversight of the management of health, safety and fire risk. With regard to stress the board will:

- Consider the implications of the decisions it makes on the levels of stress experienced by employees and ensure that adequate provision is made for prevention, protection and mitigation in setting strategic direction and decision-making.
- Receive, and respond appropriately to, monitoring and governance reports concerning the levels, causes and patterns of stress within NOMS from sources such as regional stress risk assessments, staff survey analysis, employee relations forums, Health, Safety and Fire Sub-Committee, HR Sub-Committee.
- Direct, instruct and or allocate resources and activity appropriately, so far as is reasonably practicable, in responding to significant or systemic failures to manage stress risk.

Directors, Deputy Directors, Divisional Managers, Governing Governors and Heads of Group:

Are responsible for ensuring that an assessment of the risks from work-related stress in their areas of control is carried out and measures to eliminate or reduce the risks are implemented. Their role in stress management is to:

- Ensure suitable training or briefing at Board/SMT level to familiarise management with the key concepts of stress management
- Make sure resources are available to complete the risk assessment and implement control measures available
- Promote commitment amongst managers to the completion of the risk assessment for stress and the successful delivery of stress management interventions
- Ensure staff receive regular communications on the process and outcomes
- Encourage all employees to take part so they feel their suggestions and ideas have value
- Lead by example and role model management behaviour based on NOMS' values and stress reduction principles
- Monitor stress management action plans to ensure the identified actions are taking place, and
- Evaluate the effectiveness of stress management interventions.

Human Resource Business Partners

Due to their role in the people strategy, especially "Listen to Improve", Human Resource Business Partners (HRBPs) are well placed to oversee the risk assessment of work-related stress and the implementation of initiatives to reduce workplace stressors. The HRBPs role in stress management is primarily to support line managers to:

- Engage and communicate with staff about work-related stress and raise awareness
- Provide relevant data and feedback to Regional/Divisional SMTs/H&S Committees
- Engage with Trade Unions to ensure appropriate workforce involvement
- Work with others (e.g. SMTs, Regional Management, Governors, Unions) in implementing solutions and monitoring and reviewing their effectiveness
- Provide feedback to relevant policy leads (e.g. Occupational Health & Safety/Attendance management/Bullying & Harassment)
- Ensure appropriate training is promoted and accessible work-related stress for individuals and managers
- Identify jobs or roles that may be intrinsically stressful and ensure that staff in those jobs or roles are adequately trained
- Support line managers in managing individuals experiencing stress and helping them to return to work
- Ensure that there are systems in place for the early identification, and onward referral to occupational health, employee support or other support mechanisms for staff experiencing stress

Line Managers

The line manager role at all levels plays an important intermediary role between individual staff members and the organisation. As a result, line managers are important in helping the service manage stress in staff. In order to support this policy and to ensure that stress in their area of control is effectively managed, all line managers need to:

- Encourage your team members to participate in the employee consultation activities such as LTI, Staff Engagement Surveys, Stress (and other) focus groups and other activities linked to this policy
- Ensure that staff are aware of the measures to take if they feel that they may be experiencing stress caused either by work or factors external to the organisation
- Encourage staff to report if they are feeling stressed at work
- Ensure post-incident procedures are followed after incidents of violence, aggression or other disturbing incidents
- Respond formally and appropriately to the early indicators of stress in individuals or groups of staff including undertaking or facilitating a stress risk assessment.
- Ensure that all staff are aware of the support systems, such as Help's Employee Assistance Program, Occupational Health Advisors, that they may use if they feel that they are suffering from stress
- Ensure that staff are aware of the causes and effects of stress and the symptoms they might experience if they become stressed
- Recognise that some staff may be more at risk of developing stress
- Ensure staff are aware of the NOMS policies on harassment, bullying and equality.
- Contribute proactively and assertively to the employee's development via the SPDR and supervision processes
- Regularly monitor the progress and well-being of staff who may be suffering from stress or have returned to work following sickness absence due to stress
- Ensure return to work interviews are undertaken with staff following periods of sickness absence and stress is considered where appropriate
- Ensure that all new, transferred or relocated staff are given adequate induction training and support, including an introduction to the stress policy.

Health & Safety Advisors

Regional Health & Safety Advisors/Divisional HSF Leads will support the stress management process by:

- Acting as specialist advisor to the Stress Steering Groups or Divisional H&S Committees
- Managing data collection and analysis
- Liaising with HR colleagues and OH Advisors
- Coordinating training for senior managers
- Documenting the process as evidence when you are contacted by an Inspector of Health & Safety

Establishment Health & Safety Advisors

- Assisting with the management and promotion of all stress management activities in their prison, from risk assessment through to implementation and monitoring of interventions
- Liaising with HR colleagues and OH Advisors
- Ensuring stress management is discussed at the Establishment Health & Safety Committee
- Assisting in collection and dissemination of data

Occupational Health Advisors

- Assisting with the management and promotion of all stress management activities in their prison, from risk assessment through to implementation and monitoring of interventions
- Liaising with HR colleagues and Health & Safety Advisors/Divisional HSF Lead
- Offer early intervention where staff have reported sick with a psychological ill health condition
- Offer confidential individual support to staff

Individual Members of Staff

In addition to the preventative and protective measures provided by NOMS, individual members of staff have a legal duty to take reasonable care of their own health at work and of the health and welfare of others who could be affected by their actions or omissions. In order for the stress management process to be successful employees should ensure that:

- If you are experiencing stress, either work related or not, you must report it to your line manager in the first instance, if this is not a viable option, you can discuss your situation with your HRBP, employee support, HS Advisor/Divisional HSF Lead or an occupational health advisor and or union representative.
- Attend stress awareness training when this is made available including the stress, wellbeing and resilience program on CSL
- Support colleagues who are showing signs of stress
- Participate in the risk assessment process by contributing in consultation and data-gathering exercises and taking part in focus groups
- Co-operate with managers in the implementation of stress management initiatives

Trade Unions Officials and Safety Representatives

The active participation of trade unions is a critical component in delivering improvements in employee health & wellbeing. Trade Union Safety representatives have health & safety training

and possess relevant skills and knowledge. Stress management activities are best delivered when unions and management work together.

Trade union safety representatives can help by:

- Participating in the process through membership of the stress management steering committee
- Promoting participation amongst their trade union members in the risk assessment and the implementation of interventions
- Assisting in communication and promotion activities

Individual Stress Risk Assessment

NOMS Workplace Stress Indicator Tool for use with individuals and small groups

The 2 forms are different combinations of the SAME questions from the HSE Stress Indicator Tool. They are presented in 2 different formats to assist managers and staff who are dealing with cases of stress.

Form 1. Stress Questions Sorted by Area

The first questionnaire sorts the questions into the key areas of the HSE's stress management standards so that it is quick and easy to see which areas are most effecting the member of staff. It can also act as a systematic guide for managers as to the kind of questions to ask and in what order to help to keep responses structured when having a discussion with the a member of staff. This form can be given to the member of staff to complete in advance of a discussion but managers may prefer the unsorted forms if there is a risk of the structure being used to present a biased response.

The form can be printed as a guide sheet to verbal questions as above or be completed manually by the member of staff prior to the discussion with the manager.

Results from the manual form can be input into the spreadsheet in advance of a discussion and this will give a Red Amber Green assessment for each question, for each standard area and for the overall questionnaire. These RAG "scores" can help to focus attention on areas of concern during the discussion.

Form 2. Questions Unsorted with Scale

This form includes all the same questions but in no particular order. It may help to ensure that those completing it are less aware of the six areas being measured and may therefore be less potentially biased. It does however include the numerical scale of reach response which makes it easier to transfer the results for any further analysis if the form has been filed in manually. Again, it may be that the presence of the numerical scale increases response bias but it should be noted that HSE's own version of the questionnaire does include these scales. This too can be printed out for manual completion and analysis but the spreadsheet can be used if desired to give RAG results.

National Offender Management Service-Individual / Small Group (<5) Work-Related Stress Indicator (Ungrouped Questions). NB For larger groups use the HSE Indicator Tool.		Staff Name:		Manager Name:			Date:
Question No	Question	If using a printed copy, please tick or circle 1 box per row thinking about the last 6 months at work. If completing the spreadsheet, please type the number corresponding to your answer in the "Totals" column to on the right					Totals
1	I am clear what is expected of me at work	Never 1	Seldom 2	Sometimes 3	Often 4	Always 5	
2	I can decide when to take a break	Never 1	Seldom 2	Sometimes 3	Often 4	Always 5	
3	Different groups at work demand things from me that are hard to combine	Never 5	Seldom 4	Sometimes 3	Often 2	Always 1	
4	I know how to go about getting my job done	Never 1	Seldom 2	Sometimes 3	Often 4	Always 5	
5	I am subject to personal harassment in the form of unkind words or behaviour	Never 5	Seldom 4	Sometimes 3	Often 2	Always 1	
6	I have unachievable deadlines	Never 5	Seldom 4	Sometimes 3	Often 2	Always 1	
7	If work gets difficult, my colleagues will help me	Never 1	Seldom 2	Sometimes 3	Often 4	Always 5	
8	I am given supportive feedback on the work I do	Never 1	Seldom 2	Sometimes 3	Often 4	Always 5	
9	I have to work very intensively	Never 5	Seldom 4	Sometimes 3	Often 2	Always 1	
10	I have a say in my own work speed	Never 1	Seldom 2	Sometimes 3	Often 4	Always 5	
11	I am clear what my duties and responsibilities are	Never 1	Seldom 2	Sometimes 3	Often 4	Always 5	
12	I have to neglect some tasks because I have too much to do	Never 5	Seldom 4	Sometimes 3	Often 2	Always 1	
13	I am clear about the goals and objectives for my department	Never 1	Seldom 2	Sometimes 3	Often 4	Always 5	
14	There is friction or anger between colleagues	Never 5	Seldom 4	Sometimes 3	Often 2	Always 1	
15	I have a choice in deciding how I do my work	Never 1	Seldom 2	Sometimes 3	Often 4	Always 5	
16	I am unable to take sufficient breaks	Never 5	Seldom 4	Sometimes 3	Often 2	Always 1	
17	I understand how my work fits into the overall aim of the organisation	Never 1	Seldom 2	Sometimes 3	Often 4	Always 5	
18	I am pressured to work long hours	Never 5	Seldom 4	Sometimes 3	Often 2	Always 1	
19	I have a choice in deciding what I do at work	Never 1	Seldom 2	Sometimes 3	Often 4	Always 5	
20	I have to work very fast	Never 5	Seldom 4	Sometimes 3	Often 2	Always 1	
21	I am subject to bullying at work	Never 5	Seldom 4	Sometimes 3	Often 2	Always 1	
22	I have unrealistic time pressures	Never 5	Seldom 4	Sometimes 3	Often 2	Always 1	
23	I can rely on my line manager to help me out with a work problem	Never 1	Seldom 2	Sometimes 3	Often 4	Always 5	
24	I get help and support I need from colleagues	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	
25	I have some say over the way I work	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	
26	I have sufficient opportunities to question managers about change at work	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	
27	I receive the respect at work I deserve from my colleagues	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	
28	Staff are always consulted about change at work	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	
29	I can talk to my line manager about something that has upset or annoyed me about work	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	
30	My working time can be flexible	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	
31	My colleagues are willing to listen to my work-related problems	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	
32	When changes are made at work, I am clear how they will work out in practice	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	
33	I am supported through emotionally demanding work	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	
34	Relationships at work are strained	Strongly Disagree 5	Disagree 4	Neutral 3	Agree 2	Strongly Agree 1	
35	My line manager encourages me at work	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	
36	Are there any non-work issues which are causing you serious concern that you can usefully share with your manager?	Yes	No			Total	
						Overall Average	

Legal, Policy and Guidance References & Sources of Support

In implementing assessment and control processes at regional, group, establishment, team or individual level, reference should be made to the detailed guidance and material available in:

- [NOMS' Stress Toolkit](#)
- Occupational Health & Safety Guidance Note 03/2009 – Stress Management: Risk Assessment and Work Related Stress (at the link above)
- HELP Employee Assistance online: <https://noms.helpeap.com/work/#>
- MyServices: http://myservices.hmps.gsi.gov.uk/my_services.aspx
- NTS 04/2011 Flexible Working
- Work Life Balance (NTS 04/2011)
- Ensuring Equality and Equality of Treatment PSI 32/2011, PSI 33/2011
- PSI 06/2015 AI 04/2015 NOMS National Health and Safety Policy and Summary Arrangements.
- PSI 7/2013 Occupational Health.
- Performance Management PSI 11/2014 – PSI 02/2013
- Post Incident Care (AI 06/2010)
- Conduct and Discipline (AI 05/2010)
- Managing Poor Performance (AI 02/2013)
- PSO 8404 – Management of Attendance
- Civil Service Learning (CSL) – Management Training Guides.
- Civil Service Learning – Stress, Wellbeing and Resilience Training Course
- PAS 1010 Guidance on the management of psychosocial risks in the Workplace.

Advice and Support

Direct advice and support on the processes to be followed when dealing with stress related cases or carrying out a stress analysis and risk assessment should be accessed via:

- Regional / Divisional / Cluster Lead, Health and Safety
- Establishment / Senior HRBP
- HSE <http://www.hse.gov.uk/stress/index.htm>
- MIND <http://www.mind.org.uk/>

Wider NOMS Policies with a Significant Impact on the Management of Employee Stress

It is important to recognise that within NOMS', staff exposure to both work-related and other stress is controlled and mitigated by a wide range of other policies and processes beyond specific HS provisions.

Managers and staff must be made aware of these as measures relevant to the prevention and reduction of potential stress:

Listen to Improve (LTI): LTI is an existing structured process for staff consultation and engagement providing HR mediated channels for staff focus groups to raise their group or individual concerns. In many cases, where these sessions are operated and effectively implemented, they serve a role comparable to the stress focus groups advocated by the HSE Stress Management Processes. The major difference is that the HSE method, by using the Stress Indicator Tool in advance, allows the facilitator to focus on the issues highlighted by the survey. In reality there may be enough data, both anecdotal and quantitative already to allow effective use of the LTI groups to get useful information on the stressors staff are identifying.

Annual Civil Service Staff Survey: Many of the questions in the staff survey are pertinent to the 6 stressors areas (Appendix 1) and provide further indicators at establishment, regional and national level as to the issues staff see as significant. NOMS management address the issues raised at these levels by integrating responses to these surveys into business plans especially people plans at these levels.

Grievance Procedures and Formal ER Consultation Structures: (PSO 8550, PSI 15/09)

NOMS operates a formal grievance procedure allowing individuals who have exhausted informal local routes to formally raise concerns. These can include issues around workload, relationship, support etc.

Establishments are required to operate Health, Safety and Fire Committees which provide a formal forum for management, staff and union representatives to raise and resolve relevant issues relating to stress. Additionally Whitley Committees operate at Establishment, Regional and National level to provide a forum to raise and resolve concerns across the spectrum of Employee Relations Issues.

Staff Performance and Development Review System (SPDR) (AI 02/2013):

All staff are required to attend an annual SPDR meeting with their line manager at which work and development objectives are set for the year at which staff are able to raise development and training needs or other related concerns. Managers are required to meet staff as a minimum after 6 months and at the end of the year to review progress, performance and needs. More frequent supervisory bilateral are encouraged between line manager and staff to monitor progress and take relevant action. This process provides an opportunity for concerns to be raised across the spectrum of stress risk and options agreed for the amendment of workload, reprioritisation, delegation, development interventions etc. the annual and 6 monthly reviews are formally recorded.

Performance Management (AI 01/2013)

NOMS operates a structured and supportive process to identify the causes of inadequate performance and to address it in a constructive and supportive mechanism allowing sufficient time and support for staff to achieve and adequate standard with transparent procedures, plans and time limits. Staff within this process have full access to staff support, occupational health and other relevant independent support provisions.

Equality, Bullying, Victimisation and Discipline (PSI 32/2011, AI 11/2011, 05/2010)

NOMS operates a comprehensive Equality Policy to ensure equality of access, opportunity and treatment to all groups and operates a Code of Discipline which encompasses a Professional Standards Statement. Between them these lay out the high standards of behaviour to be expected, what is unacceptable and / or illegal.

They outline the various mechanisms for reporting wrongdoing or concerns (and the protection of those doing so from victimisation); the distinction between performance and attendance management processes and disciplinary action and a balanced and equitable approach to investigating and responding to apparent breaches.

Together these present an effective set of arrangements for preventing, monitoring and responding to sources of stress relating to bullying and discrimination and ensuring fair and equitable application of investigation and sanctions relating to conduct and performance, thereby managing to the best possible standard the likely stress associated with these processes.

Work Life Balance (NTS 04/2011)

NOMS recognises the synergistic stress effects of domestic commitments such as caring, illness, childcare etc. with those of work and therefore operates a Work Life Balance Policy which allows staff to seek, and have authorised where reasonably practicable reduced hours and or changed patterns of attendance.

Post Incident Care (AI 26/2010)

The nature of prison work makes exposure to severe and potentially traumatising events or their aftermath a foreseeable event. A range of NOMS training for operational staff includes methods to prevent, respond to and mitigate such events but nevertheless a risk of post traumatic event responses exists for operational staff. NOMS therefore operates a distinct policy and procedure to facilitate prevention and relief of such effects which includes post incident "hot" and "cold" debriefs, the provision of information on identifying symptoms and seeking support and a variety of counselling and support frameworks.