

	Bernwode Schools Trust <u>STRESS AT WORK POLICY</u> <u>(WORK/LIFE BALANCE)</u>			<u>Written By:</u> HR Manager
	<u>Applicable to:</u> ALL STAFF	<u>Accountable Officers:</u> Headteachers:- B J Baxter (TCS) J MacLachlan (GFPS)	<u>Date Adopted:</u> Autumn Term 2019	<u>Date To Be Reviewed:</u> Autumn Term 2022 (Every 3 years) Appendix 7 (Annually)

Bernwode Schools Trust (BST) is a Multi Academy Trust. It is a company limited by guarantee, registered in England and Wales with registered company number 09053713 and its registered address at Churchill Road, Bicester, Oxon, OX26 4RS.

Background

1. The Trust values its employees and accepts that the well-being of its employees and the environment in which they work are essential requirements for the efficient and effective performance of the organisation.
2. To meet its legislative obligations, the Trust undertakes, through its Health and Safety Policy, to provide systems of staff management and a working environment which seeks to avoid harming individuals and actively promotes a sound and sustainable approach to work.
3. The Trust provides a range of support for staff and line managers to deal with and manage stress.

Policy

4. The Trust is committed to:
 - managing the causes of stress at work and maintaining well-being amongst its employees
 - increasing the awareness and understanding of stress in the workplace
 - communicating the procedures and resources dedicated to the prevention and management of detrimental stress
 - eliminating or minimising the impact of detrimental stress on all Trust employees, thereby maintaining the health and well-being of all staff
 - the adoption of the Health and Safety Executive Management standards approach to managing stress.

Definition

5. The Health and Safety Executive defines work related stress as:

“The adverse reaction people have to excessive pressure or other types of demand placed upon them”.

6. It is recognised that everyone needs a certain amount of pressure to remain alert, motivated and productive. Therefore appropriate pressure at work is desirable for efficiency. It is when demands and pressures are excessive or prolonged that some people find their ability to cope is challenged. This creates a vulnerability, which can manifest itself in a range of ill health effects for the individual and can have negative consequences for the organisation in which they are employed.
7. A person experiences stress when they perceive that the demands of their work are greater than their ability to cope. Coping means balancing the demands and pressures placed on the individual (i.e. the job requirements) with the skills and knowledge (i.e. individual capabilities).
8. Stress can also result from having too few demands, as people will become bored, feel undervalued and lack recognition. If they feel they have little or no say over the work they do or how they do it, this may cause them stress.

Risk Assessment

9. Risk assessment is a vital component of this policy. It is only when the possible causes of stress have been identified that preventative or management strategies can be effectively put in place.

Managers must carry out a risk assessment for any employee who has identified symptoms due to work related stress or has been absent due to work related stress. See point 22 for symptoms and Appendix 2 for further guidance.

Managers must complete the risk assessment form available in Appendix 3 with their member of staff and then agree the action plan at Appendix 4.

10. In carrying out risk assessments, Managers should be aware that:
 - Stress at work can result from a single incident or an accumulation of incidents over time,
 - and should seek to minimise both types of risks;
 - Stress related ill health might be caused by personal circumstances, which in turn may have a detrimental effect on an individual's ability to cope with work demands;
 - Employees with sensitive or confidential personal issues that could cause stress should be referred to an Occupational Health Service. To be referred to Occupational Health, please contact the Human Resources Manager.
11. The Trust recognises that some of the duties and responsibilities undertaken by its employees have the potential to put those employees under stress. For example, dealing with disturbed and aggressive students, organisational change, facing emergency situations, excessive work-loads, staff shortages and procedural deadlines.

12. Employees may have aspects of their personal lives that make them more vulnerable to stress at work or have a temporary influence on their work performance. For example: illness, family issues i.e. bereavement, financial difficulties.
13. The subsequent legislation which relates to stress are the:
- Health and Safety at Work Act 1974
 - Management of Health and Safety at Work Regulations 1999
 - Working Time Regulations and the
 - The Equality Act 2010.
14. Managers will monitor and record stress-related sickness absences for all employees, through the Trust's Human Resources department, and where applicable, Occupational Health (for proactive intervention as may be appropriate).
15. Human Resources will monitor stress-related sickness absences across the Trust and work with managers to ensure appropriate actions are being taken.

Communication

16. Poor communication can cause stress at work. Managers and employees are encouraged to adopt and adhere to effective two-way communication for the prevention and control of stress.
17. Managers should report to their line manager any issues of concern relating to excessive pressure or stress. Managers should listen to and give appropriate consideration to, comments and representations from employees and trade unions.

Job Design/Workload Management

18. Managers should:
- analyse jobs to ensure a reasonable degree of variety and control for the post holder;
 - avoid placing unreasonable demands on employees, by prioritising workload and delegating appropriately;
 - respect others' time and seek to negotiate an efficient and effective solution to workload problems;
 - ensure that employees take annual leave and work breaks in line with the working time directive in order to avoid fatigue.

Recruitment

19. The Human Resources department and line managers should:
- provide adequate information for candidates as part of the selection process regarding working conditions, including special features of the job such as tight deadlines, shift working patterns and dealing with disturbed or aggressive staff, parents or students;
 - appoint posts by reference to the job description and person specification, which should take into consideration the ability to meet any special requirements of the job;
 - provide adequate information to new recruits, through the induction process including details of emergency procedures and staff facilities, and nominate a colleague as a reference point for further support;

- make time available to meet new recruits promptly when they start and at regular intervals during their probationary period.

Learning and Development

20. Line Managers will ensure that employees are:

- adequately trained to fulfil their duties and responsibilities;
- trained, as appropriate, in dealing with potential health and safety hazards that they may be associated with the job that they do;
- encouraged to develop stress and time management techniques.

Supervision

21. Line Managers will:

- agree clear objectives with a reasonable timescale, taking care to explain how duties and responsibilities fit into the wider context;
- ensure regular supervision of employees in order to respond promptly to problems;
- provide positive feedback and recognition of good performance promptly and when appropriate;
- discuss poor performance promptly, honestly and constructively to agree appropriate action;
- undertake regular staff development and performance review meetings.

Recognising the Symptoms of stress

22. Some of the recognised symptoms of stress are:

- Tiredness
- aching muscles
- disturbed sleep
- loss of appetite
- indigestion
- stomach problems
- increased use of or dependence on alcohol/drugs/smoking
- headaches
- inability to relax
- poor concentration and indecisiveness
- excessive worrying
- increased irritability
- feeling anxious
- changes in attitudes to work and colleagues
- increased incidences of short term sick leave.

Recognising the signs of stress

23. Some of the possible signs of stress can include:

- Increases in overall sickness, particularly frequent short-term absences;
- low output
- low quality of work

- poor decision making
- conflict between colleagues
- poor relationship with clients/Pupils/Students
- conflicts with managers
- loss of motivation and commitment
- poor time keeping
- high accident rates.

Seeking Advice

24. Where stress is identified as being associated with a post, for example following risk assessments as indicated in Appendix 2, Managers should seek advice from the Human Resources Manager, or the Trust's Occupational Health provider (see Appendix 7).

Employee Counselling/Critical Incident Management

25. Line Managers will:

- Ensure that employees are aware of the support available to them;
- Be aware of their own limitations in advising employees with problems;
- Refer employees for counselling, except in the case of teachers who should be referred to the Trust's Occupational Health provider.
- Provide training for employees who are likely, by nature of their jobs, to witness or have to deal with critical incidents or trauma;
- Provide adequate and prompt critical incident debriefing and subsequent counselling where necessary. Normally this should be within a 72 hour period.
- Occasionally, employees may experience post-traumatic stress disorder at a later stage and should be referred by Human Resources to the Trust's Occupational Health provider for appropriate assessment and counselling.

26. The following policies may be relevant, in relation to stress in the workplace.

- Dignity at Work Policy
- Managing Sickness Absence
- Health and Safety Policy
- Single Equality Policy
- Whistle Blowing Policy
- Drugs and Substance Misuse Policy
- Capability Policy

Monitoring

27. The Human Resources Manager will monitor and record stress-related sickness Absences and liaise with the Trust's Occupational Health provider, where applicable.

Review

28. This policy is subject to review and is to be reviewed every 3 years.

Appendices:

Appendix 1: Responsibilities

Appendix 2: Risk Assessment

Appendix 3: Risk Assessment Form

Appendix 4: Risk Assessment Action Plan

Appendix 5: Potential Psychological Hazards

Appendix 6: Strategies for Preventing and Minimizing Stress.

Appendix 7: Sources of Support

Policy/Procedure Title	Stress at Work Policy
Issue Date to Committee	Autumn Term 2019
Author (Name/Department)	E Le Brun-Hayward (Human Resources Manager)
Approved by Trustees	Autumn Term 2019
Review Date – Every 3 years	
Appendix 7 – Annually	

Appendix 1: Responsibilities

1. The Trustees of Bernwode School Trust, the Headteachers and Senior Leadership Teams are responsible for:

- the provision of resources
- familiarising themselves with the nature and causes of stress in the workplace
- supporting, implementing and disseminating the principles and aims of the Stress at Work Policy among their staff
- ensuring managers undertake stress risk assessments and that they take action to deal with the issues identified and minimise the risks as far as is reasonably practicable (see Appendices 2, 3 and 4)
- ensuring that their managers demonstrate the appropriate behaviours associated with the following competences:
 - Improving Performance;
 - Decision Making;
 - Personal Effectiveness;
 - Strategic Awareness;
- promoting and maintaining systems of stress management and behaviour at work, which adhere to the principles, aims, and strategies of the policy
- encouraging employees to aspire to a healthy lifestyle.

2. Heads of Department and Line Managers are responsible for:

- understanding the potential psychological hazards and applying the strategies for preventing and minimising stress at work as listed in Appendices 5 and 6;
- demonstrating the appropriate behaviours associated with the following competences:
 - Improving Performance;
 - Decision Making;
 - Personal Effectiveness;
 - Strategic Awareness;
- understanding the behaviours likely to give rise to stress in the workplace;
- familiarising themselves with the nature and causes of stress in the workplace;
- being aware of risks, for example any traumatic events, health problems, disciplinary action, complaints about overwork and bullying, organisational change and ensuring that staff have access to appropriate support;
- referring employees who are absent due to stress to the Occupational Health Service (through the Human Resources Manager);
- carrying out a risk assessment for any employee who has identified symptoms due to work related stress or has been absent due to work related stress. See Appendix 2 for further guidance. Managers must complete the risk assessment form at Appendix 3 with their member of staff and then agree the action plan as outlined in Appendix 4;
- seeking advice for complex issues from the HR Management Advisory Team;
- taking steps to reduce the risks once a manager has been alerted to a risk by, for example, from Occupational Health. This must not be left to the employee alone to solve.
- undertaking risk assessments where:
 - the levels of stress related sickness absences and/or staff turnover are significantly high;
 - there are significant hazards such as violence, heavy workloads or poor working conditions;
 - there are high or increased levels of formal/informal employee complaints;

- a Union representative, Occupational Health provider, or staff group requests this to be done;
- monitoring and recording stress-related sickness absences at Team, Unit and Service levels, and liaising with the Health, Safety and Wellbeing team, Occupational Health and Staff Care Service for proactive intervention as may be appropriate.

3. Individual employees are responsible for:

- demonstrating the appropriate behaviours associated with the following competences:
 - Improving Performance
 - Decision Making
 - Personal Effectiveness
- avoiding behaviours which give rise to stress
- developing a balanced and responsible approach to work and their personal lives to ensure they are able to work;
- being aware of the signs and causes of stress in the workplace (and in their personal lives);
- understanding the Stress at Work Policy and co-operate with managers and colleagues in the prevention and control of stress;
- recognising that dealing with stress is not a weakness, it is a natural reaction which can be both positive and negative;
- reporting matters of concern relating to their or a colleague's health and safety at work to an appropriate manager;
- supporting colleagues who are experiencing stress;
- informing their manager when personal stress is affecting their work and refer themselves to the Occupational Health Care Service
- consulting their GP.

4. The Human Resources Manager is responsible for:

- being a point of guidance and advice for all staff in relation to this policy.

Appendix 2 - Risk Assessment

Stress is the single highest reason for sickness absence from work. Risk assessment is the cornerstone of managing stress at work. It is when we look at the potential causes of stress that it can be proactively managed.

- Risk is defined as the chance that someone will be harmed by a hazard.
- A hazard is defined as anything that has the potential to cause harm.

Guidance from Health and Safety Executive encourages risk assessment for psychological risks in broadly the same way as assessments for physical risks.

The key steps in a risk assessment are to:

1. Identify the potential hazards in the job;
2. Determine the risk – are the potential hazards likely to have a harmful effect?
3. Evaluate the risk by identifying what action you are already taking, deciding whether it is enough, and if it is not, decide what you need to do.
4. Record the significant findings of the assessment, take the actions identified;
5. Review the assessment at appropriate intervals.

For a simple to follow risk assessment, see Appendix 3.

In undertaking risk assessments, the 'how' and 'why' particular hazards cause particular kinds of harm in particular workplaces or work groups should be explored. Also, individual differences in the way people perceive psychological hazards at work should be borne in mind. One person's stimulating challenge could be another's high stress factor. In addition, stress induced ill-health may be caused by non-work related issues, which may in turn have a detrimental effect upon work performance. The use of a simple questionnaire provides an insight into the nature and quantity of hazards.

Action

Once a risk assessment has been carried out, managers and employees should take appropriate and agreed steps to eliminate, control and monitor risks.

Appendix 3 - Risk Assessment Form

Risk Assessment Form

This risk assessment form includes questions that relate to six potential psychological hazards that can be the causes of stress at work. These are job demands, control, support, relationships, role and change.

Employees should complete this form and discuss with their line managers. Line Managers should analyse the findings of this risk assessment with the employee concerned, identify potential risk factors, agree an action plan, take action, record, evaluate and review.

Line managers should use the 'stress action plan' form at Appendix 4 to agree, plan, implement and review the relevant actions. All risk assessments are confidential but a copy is to be forwarded to the Human Resources Manager and kept on the individual's file.

Risk Assessment - Potential hazards

Number	Potential Hazards	Please Circle	Does this have a harmful effect on you?
1.	Is the amount of work excessive/not enough? Please delete as appropriate.	Y/N	Y/N
2.	Do you have to work very fast or intensively?	Y/N	Y/N
3.	Are you able to cope with the demands of your job?	Y/N	Y/N
4.	Do you feel that you have a good deal of say over how you do your work?	Y/N	Y/N
5.	Does your work provide you with a variety of tasks?	Y/N	Y/N
6.	Do you have a good deal of say over decisions about your work?	Y/N	Y/N
7.	Do you feel that you are adequately supported in order to carry out your work?	Y/N	Y/N
8.	Do you get support from your immediate superior when you are having problems at work?	Y/N	Y/N
9.	Do you feel that you get help and support from your colleagues when needed?	Y/N	Y/N
10.	Do you feel part of a team in which you are respected and valued?	Y/N	Y/N
11.	Do you feel that your team relate to each other in a productive and co-operative way?	Y/N	Y/N

12.	Are you subjected to unacceptable behaviour at work such as bullying and harassment?	Y/N	Y/N
13.	Do you have a clear plan of work which is agreed by you and your line manager?	Y/N	Y/N
14.	Do you understand how your work fits into the overall aim of the organisation?	Y/N	Y/N
15.	Do you feel encouraged to talk to your manager at an early stage if you are not clear about your priorities or the nature of the task to be undertaken?	Y/N	Y/N
16.	Do you receive information about planned organisational change?	Y/N	Y/N
17.	Are you given information to enable you to understand why organisational change needs to happen?	Y/N	Y/N
18.	Do you have the opportunity to comment or ask questions about organisational change?	Y/N	Y/N
19.	Do you have a personal, health, family relationship or finance problems?	Y/N	Y/N

Date:	
Employee's signature:	
Line Manager or person undertaking Risk Assessment signature:	

(The purpose of the line manager's signature is to confirm that he/she has seen and discussed the responses on this form with the aim of agreeing problem areas and deciding, as far as is reasonably practicable, an action plan).

Appendix 4 - Risk Assessment Action Plan

Name:

Job title:

Agreed action plan/control measures	Review date	Action plan/control measures effective? If not, consider alternative measure.	Further review date

Employee's signature:.....Date.....

Line Manager's signature:.....Date.....

Appendix 5 - Potential Psychological Hazards

The following six potential psychological hazards are as detailed in the Health and Safety Executive Management Standards;

1. Demands

This includes issues like work overload/underload, work patterns and the work environment.

The standard is that:

- employees indicate that they are able to cope with demands of their jobs: and
- systems are in place locally to respond to any individual concerns.

What should be happening/states to be achieved:

- the 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; and
- employees' concerns about their work environment are addressed.

2. Control

Control refers to how much control the person has in the way they do their work.

The standard is that:

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

What should be happening/states to be achieved:

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

3. Support

This includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.

The standard is that:

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

What should be happening/states to be achieved:

- the organisation has policies and procedures to adequately support employees;
- systems are in place to enable and encourage managers to support their 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; and □ employees receive regular and constructive feedback.
- The risk assessment form is to be circulated to all staff on a 2 yearly basis.

4. Relationships

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

The standard is that:

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

What should be happening/states to be achieved:

- the 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

Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles.

The standard is that:

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

What should be happening/states to be achieved:

- the organisation ensures that, as far as possible, the different requirements it places upon employees are compatible;
- the organisation provides information to enable employees to understand their role and responsibilities;

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

6. Change

This is how organisational change (large or small) is managed and communicated in the organisation.

The standard is that:

- employees indicate that the organisation engages them frequently when undergoing organisational change: and
- systems are in place locally to respond to any individual concerns.

What should be happening/states to be achieved:

- The organisation provides timely information to enable them to understand the reasons for proposed changes;
- The organisation ensures adequate 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.

Appendix 6 - Strategies for preventing and minimising stress at work

1. The Headteachers, Senior Leadership Teams and Line Managers will:
 - Seek to manage the impact of proposed change on employees;
 - Involve or inform employees and trade unions appropriately and promptly with a view to gaining their understanding and co-operation.
2. Line Managers should undertake a risk assessment of the essential duties that are undertaken by staff in their area of work particularly where:
 - The levels of stress-related sickness absences and or staff turnover are significantly high;
 - There are known hazards such as violence, heavy workloads or poor working conditions;
 - There are high or significantly increased levels of formal/informal staff complaints;
 - A union or safety representative or staff group requests this to be done.
3. Line Managers should seek advice from the Headteachers, and the Senior Leadership Teams to address the risks that have been identified, but ensure advice is taken from the Human Resources Manager at all times.
4. In carrying out risk assessments, managers should be aware that:
 - Stress at work can result from a single incident or an accumulation of incidents over time, and should seek to minimise both types of risk;
 - Stress related ill health might be caused by personal circumstances.
5. Poor communication (or a complete absence of it) can cause stress at work. Managers and employees are encouraged to adopt and adhere to effective two-way communication for the prevention and control of stress.
6. Employees should report to their line manager, or next appropriate person, any issues of concern relating to excessive pressure or stress. Managers should listen to, and give appropriate consideration to, comments and representations from employees and trade unions.

Job Design/Workload Management

Line Managers should;

- Analyse jobs to ensure a reasonable degree of variety and control for the post holder;
- Avoid placing unreasonable demands on employees, by prioritising workload and delegating appropriately;
- Respect others' time and seek to negotiate an efficient and effective solution to workload problems;
- Ensure that employees take annual leave and work breaks in line with the Working Time Directive in order to avoid fatigue.

Recruitment

Line Managers should:

- Provide adequate information for candidates as part of the selection process regarding working conditions, including special features of the job such as tight deadlines, shift working patterns and dealing with disturbed or aggressive clients/pupils/students;
- Appoint posts by reference to the job description and person specification, which should take into consideration the ability to meet any special requirements of the job;
- Provide adequate information to new recruits, through the induction process, including details of emergency procedures and staff facilities, and nominate a colleague as a reference point for further support;
- Make time available to meet new recruits promptly when they start and at regular intervals during their probationary period.

Learning and development.

Line Managers will ensure that employees;

- are adequately trained to fulfil their duties and responsibilities;
- are trained, as appropriate, in dealing with potential health & safety hazards that may be associated with the job that they do;
- are encouraged to develop stress and time management techniques.

Supervision

Line Managers will:

- agree clear objectives with a reasonable timescale, taking care to explain how duties and responsibilities fit into the wider work context;
- ensure regular supervision (through 1 to 1 meetings) of employees in order to respond promptly to problems;
- provide positive feedback and recognition of good performance promptly and when appropriate;
- discuss poor performance promptly, honestly and constructively and to agree appropriate action using the 6 steps to managing performance improvement;
- undertake regular staff development and performance review meetings

Appendix 7 – Sources of Support

Internal sources of help and counselling

- Human Resources
- Occupational Health Service (IMASS)
- Employee Assistance Programme (Health Assured)

Line Management

Effective communication between line managers and employees to assess issues and agree action towards a resolution.

The Occupational Health and Employee Assistance Programme Services

The Trust's Occupational Health Service is provided by a company called IMASS. Amongst other services available, IMASS conduct pre-employment health assessments and provide a referral service to help promote and maintain the health and wellbeing of the Trust's employees.

The Employee Assistance Programme (EAP) is provided by Health Assured. This service can be used for:

- | | | |
|------------------------|-------------------|------------------|
| • Medical Information | • Relationships | • Gambling |
| • Lifestyle Addictions | • Financial | • Domestic Abuse |
| • Insurance Claims | • Consumer Issues | • Debt |
| • Legal | • Stress | • Childcare |
| • Work | • Housing | • Family Issues |

The Health Assured website is a dedicated online resource designed to support employees' health and wellbeing. The portal provides confidential access to wellbeing fact sheets, videos, self-help programmes, interactive tools and educational resources to help with life's challenges. The portal can be accessed here: <https://healthassuredeap.co.uk/>

Health Assured also provides telephone access to employees through a free phone number: 0800 030 5182. Employees will be able to speak to experienced advisors who are trained to help and provide practical assistance and support dependant on the nature of the call.

For additional information, please contact Human Resources on 01869 362697.

External sources of help and counselling

In addition to support available from GPs the following is a selection of external sources of help and counselling.

- Alcoholics Anonymous (01865) 242373 www.alcoholics-anonymous.org.uk
- Al Anon (0207) 40 30 888. www.al-anonuk.org.uk
- Drinkline (0300) 123 1110
- National Drugs Helpline (0800) 776600
- FRANK (0300) 1236600 www.talktofrank.com
- NHS Smoking Helpline (0300) 123 1044 www.smokefree.nhs.uk
- Cruse Bereavement Counselling (0844) 4779400 www.crusebereavementcare.org.uk

- Isis Centre (01865) 556648
- Samaritans (08457) 909090 www.samaritans.org.uk Oxford (01865) 722122
- Relate Helpline (0300) 1001234 www.relate.org.uk Oxford (01865) 242960
- Teacher Support Network (0800) 562 561 www.teachersupport.info
- National Debtline (0808) 808 4000 www.nationaldebtline.org
- Rape Crisis 24 hours helpline (0808) 802 9999 www.rapecrisis.org
- Health & Safety Executive Website: <http://www.hse.gov.uk/stress>
- HSE (2001) Tackling Work-related Stress: A Guide for employees (INDG 3441)
- Management standards for work related stress. www.hse.gov.uk/stress/standards/