Notice of Meeting

Personnel Committee

Tuesday, 15th October, 2019 at 3.30 pm
in Committee Room Council Offices
Market Street Newbury

Note: The Council broadcasts some of its meetings on the internet, known as webcasting. If this meeting is webcasted, please note that any speakers addressing this meeting could be filmed. If you are speaking at a meeting and do not wish to be filmed, please notify the Chairman before the meeting takes place. Please note however that you will be audio-recorded.

Date of despatch of Agenda: Monday, 7 October 2019

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Moira Fraser on (01635) 519045/519422 e-mail: moira.fraser@westberks.gov.uk / janet.giddings@westberks.gov.uk

Further information and Minutes are also available on the Council's website at www.westberks.gov.uk

West Berkshire
C O U N C I L

To: Councillors Dennis Benneyworth, Jeff Brooks, Nassar Kessell,
            Garth Simpson and Howard Woollaston

Substitutes: Councillors Adrian Abbs, Lee Dillon, Richard Somner and Joanne Stewart

Agenda

Part I   Page No.

1.   **Apologies for Absence**
      To receive apologies for inability to attend the meeting (if any).

2.   **Minutes**   5 - 6
      To approve as a correct record the Minutes of the meeting of the
      Committee held on 12 September 2019.

3.   **Declarations of Interest**
      To remind Members of the need to record the existence and nature of
      any personal, disclosable pecuniary or other registrable interests in items
      on the agenda, in accordance with the Members' Code of Conduct.

4.   **Revised Stress & Mental Well-being Policy (Staff) (PC3826)**   7 - 38
      *Purpose: To seek comments and approval of the revised Stress and
      Mental Well-being Policy, which would apply to all corporate staff of West
      Berkshire Council.*

5.   **Workplace Chaplaincy (PC3835)**   39 - 46
      *Purpose: To seek approval to pilot a workplace chaplaincy service for six
      months with a view to establishing the service permanently.*

Sarah Clarke
Head of Legal and Strategic Support

If you require this information in a different format or translation, please contact Moira Fraser on telephone (01635) 519045.

DRAFT

Note: These Minutes will remain DRAFT until approved at the next meeting of the Committee

PERSONNEL COMMITTEE

MINUTES OF THE MEETING HELD ON
THURSDAY, 12 SEPTEMBER 2019

Councillors Present: Adrian Abbs (Substitute) (In place of Jeff Brooks), Dennis Benneyworth, Nassar Kessell, Garth Simpson and Howard Woollaston

Also Present: Robert O'Reilly (Head of Human Resources), Linda Pye (Principal Policy Officer)

Apologies for inability to attend the meeting: Councillor Jeff Brooks

PART I

6.   Minutes

The Minutes of the meeting held on 28 June 2019 were approved as a true and correct record and signed by the Chairman.

7.   Declarations of Interest

There were no declarations of interest received.

8.   Council Workforce Strategy 2019-2023 (PC3755)

The Committee considered a report (Agenda Item 4) which set out the Council's Workforce Strategy which was deigned to sit alongside the Council Strategy.

Robert O' Reilly explained that the Strategy would be delivered by leadership from elected Members and Senior Managers; by Managers in Services; by employees 'going the extra mile' and living the Council values of Fairness, Integrity and Customer Service; and by the efforts of the HR Service. The new Workforce Board would monitor progress on the Workforce Strategy with a report to Corporate Board and the Corporate Management Team every six months and an annual report to Operations Board.

The Strategy set out the challenges facing the Council, how those challenges would be addressed together with an action plan. Two of the main challenges were around recruitment and retention and apprenticeship skills and development. Employee wellbeing and mental health related issues were also key areas of focus. Further work was required around organisational development and leadership. Robert O'Reilly confirmed that pressure bids for additional resource had been submitted and were currently going through Budget Board. Should those bids not be approved for 2020/21 then it was hoped that they would be agreed for the following year.

Councillors Garth Simpson and Howard Woollaston stated that the strategy seemed to be very thorough and they commended Robert O'Reilly on such a good piece of work. Councillor Simpson queried which of the challenges or pressures was more vulnerable. Robert O'Reilly responded that there was still uncertainty around what effect Brexit would have on recruitment which might be particularly applicable in Adult Social Care. There was also uncertainty around the Apprenticeship Levy. West Berkshire had been successful in using this funding but there might be an issue going forward as it would be necessary to find new customers and the Council was looking to bring in more

disadvantaged or looked after young people onto the scheme and that had been included in the pressure bid. In response to a query Robert O'Reilly stated that the Council was looking to become a training provider which might mean that it would be able to sell the service to other authorities although there was uncertainty as to whether this would actually get off the ground.

Councillor Adrian Abbs stated that at a recent selection process for a senior position it had been mentioned that there had been a limited pool to draw from which meant that the salary was likely to be high and the choice low. He queried whether there was any strategy in the pipeline to attract people in from the private sector as he noted that several high level positions would be likely to become vacant in the next year or two. Robert O'Reilly queried whether the Council would actually want to do that as there were pros and cons for bringing people in with no experience of working in local government. Sometimes it would be good to bring in people with new ideas but they could become frustrated with the slow speed of the decision making. He felt that it would be necessary to have a discussion with Executive Members as to whether that was a direction that they would like to move in. Councillor Howard Woollaston said that often the salary in local government was lower than in the private sector and there would be a huge cultural difference which might be difficult to adapt to. It would also depend on which role was being recruited into. Councillor Abbs responded that the longer the pool remained small then the more difficult it would become to recruit suitable candidates. Robert O'Reilly confirmed that areas such as HR, Finance and IT did attract people from the private sector but this would be difficult for roles such as Environmental Health Officers or Trading Standards Officers. He agreed that a higher number of applications would be received if there was no requirement for local government experience and it would be worthwhile debating that at some point.

RESOLVED that the Workforce Strategy as set out in Appendix D be approved and that it be noted that the Workforce Strategy might be changed prior to March 2020 to include the outcome of discussions on scoring of appraisals and training only being approved where all mandatory training had been completed.

9. Date of Next Meeting

The Committee agreed to hold the next meeting on 15 October 2019 at 3.30pm.

(The meeting commenced at 3.30 pm and closed at 3.49 pm)

CHAIRMAN …………………………………………

Date of Signature …………………………………………

Revised Stress & Mental Well-being Policy (Staff)

Committee considering report:	Personnel Committee on 15 October 2019
Portfolio Member:	Councillor Howard Woollaston
Date Portfolio Member agreed report:	16 September 2019
Report Author:	Rebecca Bird
Forward Plan Ref:	PC3826

1. Purpose of the Report

1.1 To seek comments and approval of the revised Stress and Mental Well-being Policy, which would apply to all corporate staff of West Berkshire Council.

2. Recommendation

2.1 To approve the policy.

3. Implications

3.1 **Financial:** None

3.2 **Policy:** This policy would replace the current Organisational Stress Management Policy.

3.3 **Personnel:** The policy should be beneficial to staff and provide additional guidance to managers.

3.4 **Legal:** None

3.5 **Risk Management:** We believe the revised policy will have a positive impact on risk management e.g. staff absence related to stress and mental health.

3.6 **Property:** None

3.7 **Other:** None

4. Other options considered

4.1 We considered continuing the commitment for stress audits but the recommendation is not to do this. There has been very little demand for the audits and it is difficult to maintain the required skills amongst the HR team.

Executive Summary

5. Introduction / Background

5.1 "Stress and mental health" is the most common reason for sickness absence of council staff. In 2018/19 this accounted for 25.3% of all sickness absence, or 3,708 working days lost. The LGA's Local Government Workforce Survey for 2016/17 Research Report (June 2018) states that "stress, depression, anxiety, mental health and fatigue" is the most common cause of absence for local government employees in England, accounting for 28.9% of all absence in 2016/17.

5.2 The council's current Organisational Stress Management Policy dates from 2009 with some minor revisions since then. We believe that the policy is no longer fit for purpose. Feedback from managers and our observations on employment casework indicates that line managers would appreciate more practical guidance on managing stress and mental health in their teams.

5.3 HR have worked together with Mike Lindenburn, Health and Safety Manager, to review the policy. We consulted with a group of managers about the kind of guidance they would find useful. We consulted the Public Health team about best practice and also considered HSE advice and best practice.

5.4 The new Stress and Mental Well-being Policy and Guidance aims to maintain the clear commitment of the council to the safeguarding the well-being of staff whilst offering guidance to managers about dealing with particular staffing situations linked to stress and mental health. The emphasis is on supporting and responding to all staff experiencing stress or mental health challenges, whether these are caused by work-related stress or personal stressors.

5.5 The appendices include both new and improved tools for managers and guidance on conducting stress risk assessments. There is also signposting for staff to additional sources of information and advice.

5.6 Failure to comply with this policy and guidance may lead to employees being exposed to unnecessary or avoidable stress at work. Stress at work may lead to increased staff absence rates, underperformance and/or increased employee turnover, putting service delivery at risk. This may have an effect on meeting objectives set in the Council Strategy and service plans.

5.7 The managers we consulted and trade unions have largely welcomed the proposed policy and guidance.

6. Proposals

6.1 We propose that the revised policy should replace the current Organisational Stress Management Policy. The key changes are:

(1) Improved guidance for managers on dealing with a variety of staffing situations linked to stress or mental health concerns;

(2) Improved guidance for staff encouraging an open dialogue with managers

(3)   New and improved tools for managers e.g. individual risk assessment form

(4)   Signposting to other sources of support and guidance for managers and staff.

(5)   Removal of specific commitment to service stress risk assessments and replacement with more general advice on responding to different examples of stress or mental health from groups or individuals.

6.2   It is proposed that the policy should be considered by Corporate Board and Operations Board before being approved by Personnel Committee. It will also be discussed by the new Workforce Board and any minor changes suggested may be approved by the Chief Executive under his delegated powers.

7.   Conclusion

7.1   We believe the revised policy and approach will benefit staff and provide welcome guidance for managers in responding to stress and mental health concerns.

8.   Appendices

8.1   Appendix A – Data Protection Impact Assessment

8.2   Appendix B – Equalities Impact Assessment

8.3   Appendix C – Stress & Mental Well-being Policy & Guidance

Appendix A

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Resources
Service:	HR
Team:	Strategy & Operations
Lead Officer:	Rebecca Bird
Title of Project/System:	Stress and Mental Well-being Policy
Date of Assessment:	13th September 2019

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
Will you be processing SENSITIVE or "special category" personal data? Note – sensitive personal data is described as "*data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person's sex life or sexual orientation*"	☐	**X**
Will you be processing data on a large scale? Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both	☐	**X**
Will your project or system have a "social media" dimension? Note – will it have an interactive element which allows users to communicate directly with one another?	☐	**X**
Will any decisions be automated? Note – does your system or process involve circumstances where an individual's input is "scored" or assessed without intervention/review/checking by a human being? Will there be any "profiling" of data subjects?	☐	**X**
Will your project/system involve CCTV or monitoring of an area accessible to the public?	☐	**X**
Will you be using the data you collect to match or cross-reference against another existing set of data?	☐	**X**
Will you be using any novel, or technologically advanced systems or processes? Note – this could include biometrics, "internet of things" connectivity or anything that is currently not widely utilised	☐	**X**

If you answer "Yes" to any of the above, you will probably need to complete Data Protection Impact Assessment - Stage Two. If you are unsure, please consult with the Information Management Officer before proceeding.

Appendix B

Equality Impact Assessment - Stage One

We need to ensure that our strategies, polices, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

"(1)   *A public authority must, in the exercise of its functions, have due regard to the need to:*

    (a)   *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*

    (b)   *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; This includes the need to:*

       (i)   *remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*

       (ii)   *take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*

    (c)   *foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.*

(2)   *The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.*

(3)   *Compliance with the duties in this section may involve treating some persons more favourably than others."*

The following list of questions may help to establish whether the decision is relevant to equality:

- **Does the decision affect service users, employees or the wider community?**
- **(The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)**
- **Is it likely to affect people with particular protected characteristics differently?**
- **Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?**
- **Will the decision have a significant impact on how other organisations operate in terms of equality?**
- **Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?**
- **Does the decision relate to an area with known inequalities?**
- **Does the decision relate to any equality objectives that have been set by the council?**

Please complete the following questions to determine whether a full Stage Two, Equality Impact Assessment is required.

What is the proposed decision that you are asking the Executive to make:	NB not going to Executive – CB/ OB/ Personnel Committee. Seeking approval of the revised Stress and Mental Well-being Policy
Summary of relevant legislation:	Health and Safety at Work Act.
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Rebecca Bird
Date of assessment:	13th September 2019

Is this a:		**Is this:**	
Policy	Yes	**New or proposed**	No
Strategy	No	**Already exists and is being reviewed**	Yes
Function	No	**Is changing**	Yes
Service	No		

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To improve staff management of stress and mental health across the council workforce.
Objectives:	To increase management understanding of stress and mental health. To provide guidance to managers on dealing with particular staffing situations.
Outcomes:	Improved staff attendance and morale.
Benefits:	Improved service delivery and lower costs related to sickness absence. Lower risk of employee claims related to stress.

2 Note which groups may be affected by the proposed decision. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.
(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)

Group Affected	**What might be the effect?**	**Information to support this**

Age	None	
Disability	Improve management of stress and mental health, which may include those with a disability related to a mental health condition.	Policy provides guidance and tools for managers to support improved management.
Gender Reassignment	None	
Marriage and Civil Partnership	None	
Pregnancy and Maternity	None	
Race	None	
Religion or Belief	None	
Sex	None	
Sexual Orientation	None	
Further Comments relating to the item:		
3 Result		
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?		**No**
Please provide an explanation for your answer: The aim is to improve management for those in the workforce who might experience stress or mental health concerns, including those with a disability.		
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?		**No**
Please provide an explanation for your answer: See above		

If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the Equality Impact Assessment guidance and Stage Two template.

Name: Rebecca Bird   **Date: 13th September 2019**

Please now forward this completed form to Rachel Craggs, Principal Policy Officer (Equality and Diversity) (rachel.craggs@westberks.gov.uk), for publication on the WBC website.

Stress & Mental Well-being Policy & Guidance

Document Control

Document Ref:	HROSP001	**Date Created:**	September 2019
Version:	1	**Date Modified:**	
Revision due			
Author:	Rebecca Bird & Mike Lindenburn	**Sign & Date:**	
Owning Service	Human Resources and Finance & Property		
Equality Impact Assessment: (EIA)	Date undertaken:		
	Issues (if any):		

Chief Executive	Sign & Date:	
Corporate Director (Communities)	Sign & Date:	
Corporate Director (Economy and Environment)	Sign & Date:	

Change History

Version	Date	Description	Change ID
1			
2			
3			

This Policy is not for publication externally

West Berkshire
COUNCIL

Contents

1. **Purpose**

1.1 The purpose of this policy is to:

      1.1.1   Promote good mental health and well-being for all employees of the Council;

      1.1.2   Promote an open and supportive culture where mental health concerns can be discussed and managed effectively;

      1.1.3   Provide employees who are experiencing poor mental health with access to appropriate help and support;

      1.1.4   Provide managers with guidance and tools to support and manage employees experiencing mental health issues;

1.2 The policy has been the subject of consultation with trade unions and heads of service, and has been approved by the Chief Executive and Personnel Committee.

2. **Applicability**

2.1 This Policy applies to all non-school based employees working for the Council, including those working from home or at non-Council locations.

2.2 It is the responsibility of each employee and other person mentioned in Section 2.1 to familiarise themselves with and adhere to this Policy.

3. **Policy & Commitment**

3.1 The Council's commitment to employee health, safety and welfare is set out in the West Berkshire Council Health, Safety & Welfare policy. The Council is committed to providing a healthy and safe working environment for all employees.

3.2 The Council recognises that stress, anxiety and depression are the most common causes of sickness absence amongst employees.

3.3 Mental Health problems can be triggered by both work and personal factors. The Council aims to provide a working environment which avoids placing excessive pressure on employees, and is also committed to supporting those who are experiencing difficult and stressful situations in their private lives.

3.4 The guidance section sets out practical ways of supporting and managing staff experiencing stress or mental ill-health caused by either work or personal stressors.

4. **Roles and Responsibilities**

4.1 The overall responsibility for employee well-being and stress management in West Berkshire Council rests with the Chief Executive.

4.2 The responsibility for day-to-day management of stress and mental well-being throughout West Berkshire Council rests with the Head of Human Resources working with the Health and Safety Manager. They are also responsible for maintaining this Policy for providing advice and guidance on its implementation.

4.3 To prevent and manage work-related stress and to support mental well-being all managers need to:

Accept that mental ill-health and work-related stress might be problems for their staff.

Understand what work-related stress is and the relationship between work and home stress.

Listen to their staff and take action on what they find out.

Set expectations with their staff, so that they understand what managers can and cannot do for them.

Make time to tackle stress properly, and support the mental well-being of their team.

4.4 Managers are responsible for:

4.4.1   following good day-to-day people management practices, including regular one-to-ones and appraisals;

4.4.2   ensuring that they have the skills and/or training to be able to recognise the signs of stress, this will include attending mandatory training for managers;

4.4.3   undertaking return to work interviews with employees after every sickness absence, and using the Return to Work Form for Stress-Related Absence (Appendix B) where absence may have been caused by stress;

4.4.4   using the individual stress risk assessment, where appropriate;

4.4.5   make appropriate onward referrals for counselling or occupational health;

4.4.6   promoting a healthy work life balance among employees e.g. by encouraging lunch breaks and ensuring annual leave is used;

4.4.7   putting into place reasonable work practices to reduce workplace stress where appropriate;

4.4.8   consulting with recognised trade union representatives on any large scale changes to work practices or work design that could cause stress.

4.5 Heads of Service/ Service Directors are required to:

4.5.1   monitor sickness absence against the absence targets for their service, and

4.5.2   give appropriate support to managers so that they can perform their responsibilities.

4.6 Employees are responsible for:

4.6.1   contributing to their own health and well-being;

4.6.2   raising issues of workplace stress with their managers promptly.

4.7 Human Resources are responsible for:

4.7.1   providing advice, guidance and training to managers on reducing and managing the impact of stress at work;

4.7.2   facilitating the referral of employees to the Council's occupational health service by their manager, where appropriate;

4.7.3   facilitating the referral of employees to a confidential counselling service as appropriate, where requested by the manager.

4.8 Corporate Health and Safety Team are responsible for:

4.8.1   maintaining an individual stress risk assessment template and supporting managers in carrying out assessments.

4.8.2   providing specialist advice to managers and employees on stress management.

4.8.3   informing the Council of any changes to national guidance or legislation on the management of stress at work.

5. **Management Guidance**

This section provides managers with practical advice on responding to concerns, and supporting and managing employees who are experiencing stress or mental ill-heath. The causes of the stress or mental ill-health could be work-related or personal.

5.1 When a new employee starts

5.1.1   The pre-employement medical questionnaire will highlight if any reasonable adjustments need to be made for a new member of staff because of a disability, e.g. a mental health condition.

5.1.2   Where a condition is well-managed, it may be that the employee is considered disabled under the Equality Act (2010) but no adjustments are required when s/he starts work.

5.1.3   Managers should ask new employees to share information about any disability and/or history of mental or physical illness, explaining that if there is openness about the disability or condition it will be easier to provide support and adjustments if they are needed in the future.

5.1.4   Record this discussion as part of a one-to-one or induction meeting and share with the employee. Keep the information confidential unless you agree with the employee to share more widely e.g. with the team.

5.2 When a manager suspects an employee is stressed or mentally unwell at work

5.2.1 When a manager believes an employee is seriously unwell, in mental health crisis, or threatening to harm themselves or others this may be an emergency. In this situation contact HR for advice on the best course of action, or dial 999 in the unlikely event that the individual presents an immediate risk of harm to those around them.

5.2.2 Where a line manager becomes concerned that an employee is becoming stressed or mentally unwell, a confidential discussion, normally one-to-one, should be arranged promptly. During the discussion, the manager should provide examples of the behaviours seen, or the concerns raised, which have led to the belief that employee is stressed or mentally unwell.

5.2.3 The employee may be upset or resistant to discussing the concerns, or may prefer to have a discussion with someone else. Where this is the case, agree who the employee will speak to. This will often be the line manager's manager. It should be someone who can agree appropriate actions as part of the discussion, i.e. not a work colleague.

5.2.4 Managers can encourage staff to contact their trade union representative, who can be involved in any discussions if that is the individual's wish.

5.2.5 Where the employee does choose to confide in the manager, this may be about work or personal issues, or a combination of both.

5.2.6 By the end of the meeting, agree actions to address the concerns. These might include:

- Temporary support measures e.g. workload reduction, some working at home, advice around prioritising work etc
- Agreement to meet together more frequently to discuss stress/ well-being
- Advising the employee to see their GP
- A referral for confidential counselling
- A referral to Occupational Health
- A self referral (by the member of staff) to Talking Therapies, Recovery in Mind or other mental health support service (see Appendix E)

  The Manager should make a note of the concerns and agreed actions and share this with the employee. It would be good practice to arrange a date to review the situation together.

5.3 When an employee says their sickness absence is caused by work-related stress

5.3.1 An employee who is absent from work because of sickness may inform their manager that the reason is work-related stress, either when they initially report their absence, on a self-certificate, at a return to work interview, or on a Fit Note (medical certificate).

5.3.2 Whenever a manager becomes aware of this, s/he should tell the member of staff that the Council takes reports of work-related stress seriously and aims to provide appropriate support. The manager should

arrange to do the Return to Work interview for Stress-Related Absence with the member of staff.

5.3.3   The Return to Work interview form for stress-related absence (Appendix B) guides managers through the discussion to be had at the meeting and aims to help them to identify appropriate actions to support an individual to return to work, and to minimise future risk. Agreed actions are likely to be similar to those in 5.2 above, with the additional option to carry out a detailed individual risk assessment (see appendix C), with support and guidance from the Health and Safety team. HR can provide further advice on undertaking this meeting. Members of staff may seek the support of their trade union representative with a risk assessment.

5.3.4   It is expected that employees who give work-related stress as the cause for any period of sickness absence will be referred to Occupational Health to seek further advice and demonstrate a duty of care. The referral will normally take place after the Individual Stress Assessment has been carried out by the manager. Seek advice from HR in cases of long-term sickness or if a manager does not believe referral to Occupational Health to be appropriate.

5.4   When a team or group of employees shows signs of stress

5.4.1   A manager may become aware of a particular group, or team who are showing signs of stress. These signs might include increased tensions between team members, relationship difficulties, poor performance, mistakes, high turnover or increased sickness absence. This may be for a reason already identified e.g. organisational change, or for an unidentified reason.

5.4.2   The manager should discuss the concerns with their line manager or Head of Service/ Service Director.

5.4.3   The manager may choose to meet with individuals, in a similar way to 5.1, to give examples of the behaviours and discuss stressors for the individual and the team. The members of the team may prefer to speak to different manager in the service and this should be facilitated.

5.4.4   Once a view has been formed about the causes of any stress, the manager may seek advice from the Health and Safety team.

6.   **Advice for Employees**

6.1   On starting work with the Council, new employees are encouraged to share information about any disabilities, and/or history of mental or physical illness so that reasonable adjustments can be made. Although pre-employment health questionnaires are completed, the full information provided is not shared with line managers because of the sensitivity of the information. Making your manager aware of a disability during the first few weeks of employment, even if no immediate adjustments are needed, makes it easier for him/her to provide support and adjustments if they are needed in the future.

6.2 If an employee starts to feel stressed or mentally unwell at any time, they should share this with their line manager at an early stage. Being open with your manager is the best way of getting support. If an employee would rather speak to someone other than their line manager, they should carefully consider who to talk to; this should usually be someone within your service, e.g. your line manager's manager.

6.3 The Council's Public Health and Wellbeing service offers a range of resources to support people to manage their mental health and to promote mental well-being. Appendix D gives more details, together with contact details for a variety of external organisations who offer support to people experiencing stress or mental ill-health.

6.4   The recognised trade unions also offer support and resources to support their members with stress and mental health.

7.   Failure to comply with the Stress and Mental Well-being Policy

7.1 Failure to comply with this policy and guidance may lead to employees being exposed to unnecessary or avoidable stress at work. Stress may not be identified early enough to deal with it effectively, thus putting employees' health at risk.

7.2 Failure to identify and act upon stress at work may lead to increased absence from work, underperformance at work, and increased employee turnover, putting service delivery at risk. This may have an effect on meeting objectives set in the Council Strategy and Service Plans.

8.   Review

8.1 This policy will be reviewed to respond to any changes and at least every five years.

8.2 The Service responsible for reviewing and maintaining this Policy is Human Resources working with the Health and Safety Manager.

9.   List of Appendices

Appendix A   HSE Stress Management Standards

Appendix B   Return to Work Interview Form – Stress-related Absence

Appendix C   Stress Risk Assessment Guidance & Template

Appendix D   Stress – Guidance for Employees

Appendix E   Sources of Guidance for employees about Mental Health and Well-being.

Glossary

Stress – the HSE define stress as 'the adverse reaction people have to excessive pressures or other types of demand placed on them'.

Well-being – the Cambridge Dictionary definition is 'the state of feeling healthy and happy'.

Other Relevant Documentation

- Stress Awareness (Mandatory e-learning course);

- Health, Safety and Welfare Policy;

- Induction and Probation Policy, Procedures and Guidance;

- Performance Management Policy and Procedure (Appraisal);

- Sickness Absence – Reporting and Management – Policy, Procedure and Guidance;

- Responding to Bullying and Harassment Policy and Guidance.

APPENDIX A – HSE Stress Management Standards

The HSE National Management Standards define the characteristics, or culture, of an organisation where the risks from work related stress are being effectively managed and controlled.

The Management Standards cover six key areas of work design that, if not properly managed, are associated with poor health and well-being, lower productivity and increased sickness absence. The Management Standards represent a set of conditions that, if actively managed, reflect a high level of health well-being and organisational performance.

Demands

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

What should be happening:

- 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.

Control

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:

- 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;
- employees have a say over when breaks can be taken; and
- employees are consulted over their work patterns.

Support

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

What should be happening:

- 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

Relationships   *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:

- 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.

Role   *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:

- 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.

Change   *The Standard is that:*

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

concerns.

What should be happening:

- 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; and
- employees have access to relevant support during changes.

APPENDIX B

Return to Work Interview Form – Stress-Related Absence
This must be completed by the line manager for ALL periods of stress related sickness absence

Name of employee:			
Job title:			
Date of return to work interview:			
Number of days sickness absence in past 12 months			
Number of days sickness absence due to stress-related illness			
Number of periods of sickness in past three months			
Patterns of absence causing concern?		Yes	No

[The triggers to hold an informal meeting to discuss absence are:
- Three or more sickness/injury absences in a rolling 3 month period
- Unacceptable patterns of absence
- A period of long term sickness absence of more than 28 calendar days]

The following points should be discussed, and actions agreed, as appropriate. Circle the appropriate answer:

Is the employee fit to return to work?	**YES/NO**
If the absence is longer than seven calendar days, has a doctor's certificate of fitness to work or hospital certificate been supplied to cover the period?	**YES/NO**
What do you think caused you to become stressed? Was it pressures at work, home, or a combination of both these factors? *(where work is a factor, the manager should conduct an individual stress risk assessment and refer to OH – see below)*	**HOME/ WORK/ COMBO.**
What are the main reasons for you feeling stressed at work?	
Do you feel you could talk to me or another manager about any <u>work</u> concerns you have? If no, who do you feel able to speak to? (NAME _____)	**YES/ NO**
Do you feel that you could talk to me or another manager about any <u>personal</u> concerns you may have? We may be able to identify additional support that would be helpful.	**YES/ NO**
Do you have any health concerns which are impacting on your ability to carry out your role?	**YES/NO**

(If the employee drives for work or operates machinery) Are you fit to carry out your driving/ machinery duties?	**YES/NO**
Are you taking any medication (prescribed or otherwise) that could affect your ability to drive, operate machinery or any other aspect of their role? *(If you or the employee have any concerns they must be referred to Occupational Health before they are allowed to undertake these duties.)*	**YES/NO**
Is there anything else you would like to discuss? (if Yes, record below)	**YES/ NO**

Notes for Manager:

- If the employee has confirmed that the stress related absence was triggered by workplace factors:
  - you must complete an individual **stress risk assessment** with the employee
  - you must refer the employee to Occupational Health
- Consider if counselling may helpful for the employee but refer to Occupational Health first if you are not sure
- Consider if informal management action is appropriate where the employee has reached one of the triggers above.

Notes of discussion (continue on separate sheet if necessary):
Actions for manager: to carry out (Circle as appropriate):   Individual Stress Risk Assessment   Counselling Referral   Referral to Occupational Health   Informal Sickness Absence Meeting

Signed		**Date**
Line Manager		
Employee		

This form should be retained securely by the service for a period of three years after the end of the tax year to which it relates and the date of the return to work interview recorded on My View.

APPENDIX C
Stress Risk Assessment Guidance & Template

Managers should follow these steps and guidance when completing stress risk assessments for staff in their teams. The Health & Safety Executive (HSE) *Management Standards* have been used as the framework for the risk assessment template. Managers should attend the *Stress Mindfulness and Wellbeing* training course (classroom) and undertake regular e-learning refreshers (called *Stress Awareness*) to ensure that they have the appropriate knowledge and skills to undertake a risk assessment.

This advice and template are designed to be used by managers when carrying out stress risk assessments with an individual employee. If you believe there is a wider issue with stress in your team refer to section 5.4 of the WBC *Stress and Mental Well-being Policy & Guidance.*
Managers should set aside appropriate time for discussion and drafting stress risk assessments. In order for a stress risk assessment to be successful, it is important to be open, to listen, to try to identify the stressors involved, consider and agree what can be done, be honest and do what you say you will do.

Step 1 – Identify the Hazards

A list of generic stressors are detailed against the six HSE Stress Management Standards (Demand, Role, Control, Support, Relationships, Change), which will need to be reviewed with issues being recorded in the 'Issues Identified' column. There may be service-specific stress issues that you want to look at. The HR Service lead on monitoring sickness absence across the Council and produce regular reports to Heads of Service/ Service Directors which can include sickness absence due to stress .

Step 2 – Who might be harmed?

Look at stress factors for the employee, consider the workloads and work styles different staff or teams have. Information can be provided by HR on the results of previous Employee Attitude Surveys or sickness absence which may give an indicative view of stress.

The HSE have some useful resources and further information here www.hse.gov.uk/stress

Step 3 – Evaluate the risks and decide on solutions

The stress risk assessment template details possible solutions, although this is not exhaustive, and managers and employees may be able to identify others which are more relevant to the person/situation being assessed.

Comparing current sickness absence results to those in the past may be of use, and benchmarking to other similar services may be useful. Ultimately the type of questions you are looking to answer include:

- Does the person have stress issues, and how serious are they?
- What are the most significant factors which are causing stress and/or sickness absence? e.g. change management
- Are there short, medium and longer term solutions we could try or are there others we can learn from?

Step 4 – Record the findings and implement the appropriate solutions

Complete the template and identify who will be implementing the solutions identified; this might be managers and/or staff. Realistic deadlines should be set and support given to those with responsibilities.

Step 5 – Review the Assessment regularly to ensure it remains valid

It's a good idea to set a number of meeting dates to give you and the employee the opportunity to review the stress risk assessment and ensure actions are effective or if anything else needs to be done. Where both the manager and employee are satisfied that the stress issues identified have either been removed or reduced to acceptable levels then the stress risk assessment can be closed.

WBC Stress Risk Assessment Record

Please read the guidance on conducting a stress risk assessment before using this template.

Directorate	
Service	
Team	
Manager	
Employee	

List the Hazards/ Stressors	Issues Identified	Possible Solutions	Action by Whom?	Action by when?	Date complete
Demands					
Stressors: Work Overload; Long Hours;		- Prioritise tasks; - Look at jobs design and working practices; - Check leave is being taken; - Cut out unnecessary work and communications; - Enable individuals to plan their own work.			
Inappropriate qualifications &/ or experience for job; Over promotion; Skill set not suitable for current role.		- Must ensure at interview that successful candidate has appropriate skills; - Ensure that training & development is assessed, and actions taken to cover gaps (training needs evaluation); - Monitor workplace policies in practice: discrimination.			
Boring or repetitive work; Too little to do.		- Job rotation/ role review; - Assess workstation (work environment) and work practice for possible solutions; - Increase the variety of tasks, give group/ team greater responsibility for organising work.			
Inadequate resource for tasks.		- Analyses requirements for projects/ tasks: - Equipment; - Priorities; - Deadlines.			

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Excessive workloads; Employees working under excessive pressure.		- Review workload and demands regularly and as an integral part of the performance management process. - Support staff in planning their work, and try to establish what aspects of their job they find challenging. Redistribute work or set different work priorities if staff not coping			
Control					
Not being able to balance the demands of work and life outside work.		- Encourage a healthy work-life balance; - Ensure staff take their allocated holiday allowance and distribute it fairly across the year (up to 5 days can be taken over); - Managers to be aware that some staff require more frequent contact, support and reassurance; - Identify were management control is excessive (e.g. not respecting off duty time), and make changes. - Identify if any patterns in absence.			
Rigid work patterns and breaks; Fixed deadlines occurring in different parts of the year; Lack of control over work.		- Flexible working to assist – Timelord; - Consider flexible working patterns e.g. if targets are met when working from home but not when working in the office etc. - Consult with staff to allow them to influence the way the jobs are done, and what the real deadlines and priorities are.			
Conflicting work demands.		- Set realistic deadlines for tasks (S.M.A.R.T); - Take into account that team individuals may be different, and try to allocate work so that everyone is working in the way that they work best; - Be clear about tasks required and agree outcomes and timescales where possible.			

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		Support			
Return to work system; Sickness & absence management; Lack of Managerial support through emotional demanding work;		• Policies and systems in place, monitored and consistently applied, e.g. counselling offered; • Measure trends and changes; • Investigate variations; • Check management skill & assess training needs; • Ensure people have the support they require and access to any specialist advice.			
Induction.		• New staff properly inducted, existing staff transferring or promoted or returning to work after long absence also to be inducted – manager training; • Mentoring roles; • DDA adjustments in place, reviewed and checked.			
Post disciplinary		• Support staff as appropriate - regular review meetings to ensure support.			
		Relationships			
Poor relationship with others in Team; Staff complaints or rising absence trends.		• Investigate causal factors; • Discuss the problem openly with individuals; • Follow complaints procedure; • Checking management skills and assess training needs.			
Bullying or confrontational communications style.		• Encourage constructive & positive communications between staff; • Managers should discuss & address bullying and/ or confrontational communications styles with member of staff who display these behaviours;			
Bullying, racial or sexual harassment.		• Provide & communicate Bullying & Harassment Policy's to individuals; • Practice by example and make it clear what behaviours are not acceptable; • Provide details of empirical evidence: absence trends, complaints, etc			

Lack of support or fear culture within, from management and co-workers		• Support & Encourage staff, protect them from reprisals; • Consider introducing a mentoring & counselling scheme; • Investigate and take action as appropriate as soon as possible.			
Role					
Clear lines of accountability & responsibility.		• Ensure good communication systems exist and are in place from top to bottom; • Set management standards to ensure best practice in: clarity of job function, responsibility for staff management and welfare; • Make it clear to staff that management will try to ensure that their problems will be handled sensitively & at the appropriate level of management.			
Lack of communication and consultation.		• Communicate clear business objectives; • Aim for good communication and close employee involvement, particularly during periods of change or high pressure.			
A culture of blame when things go wrong, denial of potential problems; Failure to recognise success.		• Be honest, set a good example, and listen to and respect others; • Acknowledge and reward success. • Deal with issues/concerns promptly but fairly.			
A culture that considers stress a sign of weakness.		• Approachable management which wants to know about problems & will try to help resolve them.			
An expectation that people will regularly work excessively long hours or take work home with them.		• Avoid working excessively long hours; • Lead by example; • Check management skills & assess training needs; • Schedule work in a way that allows recovery time after unavoidable busy periods.			

Change					
Fears about job security/ grading; Poor communication – uncertainty about what is happening; Not enough time allowed to implement change; Inexperience/ fear of new technology; Lack of skills for new tasks; Not enough resource allocated for change process.		• Provide effective support for staff throughout the process; • Consult with staff likely to be involved in change management programme – fear and uncertainty can lead to increased anxiety, unfounded gossip, poor employment relationships and increased absence; • Getting together as a team can help people to feel less isolated with their concerns; • Ensure effective two-way communication throughout the process – staff should know what the process in & timescales; • Consider training needs – do people have to tools and skills to effect change? • Consider changes in teams or work environment – a small change, e.g. a different positioning of desks, can have a major impact on communication and work relationships to help people not to feel isolated.			

Risk assessment completed by		**Signature**	
Risk assessment completed for		**Signature**	
Date assessment completed			
Risk assessment to be reviewed (set a number of meeting dates to give opportunity to review the assessment and ensure actions are effective etc.)	Please state		

Comments (record progress and any other issues below)	
Date stress risk assessment concluded (when issues have been resolved to both managers and staff satisfaction).	

Stress – Advice for Employees

Approved By:		Reference Number	Issue Date:	Scheduled Document Review
		WBC_HSGC 23	June 2019	Annual

Stress at Work

In Britain, 13.4 million working days are lost every year through stress at work. But these figures may not be entirely accurate as these show those workers who have formally stated that stress is the cause of the absence. As we know, it remains unacceptable to say "I just can't cope today so I am not coming in" and therefore we tend to make other excuses, masking the real figures. West Berkshire Council acknowledges the importance of identifying and reducing workplace stress factors.

Definition of stress

The Health and Safety Executive (HSE) defines stress as "the adverse reaction people have to excessive pressure or other types of demand placed on them". This makes an important distinction between *pressure*, which can be a positive state if managed correctly, and *stress* which can be detrimental to health.

Pressure v Stress

We all need some pressure in our lives. It is the thing that drives and motivates us. However when we experience too much pressure without the opportunity to recover, that is when we start to experience stress.

If you review the HSE definition of stress you will note that stress can never be considered a good thing as stress is 'the adverse reaction to excessive pressure'. Whilst some pressure can be good as long as it is controlled and we have the opportunity to recover.

Remember: Stress is not an illness – it is a state. However, if stress becomes too excessive and prolonged, mental and physical illness may develop.
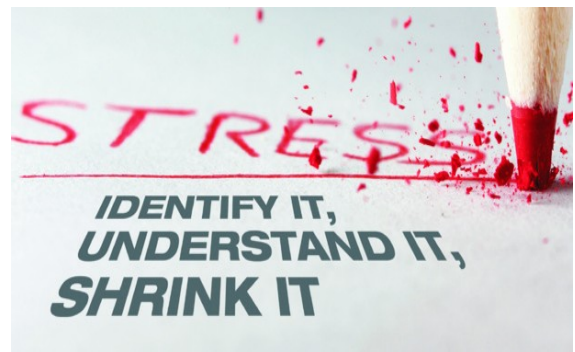
Signs and Symptoms of stress:

It is important that we are able to recognize the signs and symptoms of stress in ourselves and in our colleagues. So what are we looking for? Some symptoms may seem fairly minor but can be an indication that stress is building and without support may lead to a more serious situation.

Stress Spotting . . .

Less inclination to do the things you used to enjoy

Being less sociable than you used to be

Fatigue

Racing thoughts

Inability to focus/concentrate

Difficulty sleeping

Sleeping too much

Weight loss or gain

Drinking or smoking more

Less able to control your emotions, be that anger or sadness

A lack of emotion

Irritability and short temperedness

Feelings of anxiousness or feeling overwhelmed

Headaches/migraines

Panic attacks

Irritable bowel syndrome

Everyone can suffer from stress to some extent, it's part of life both at home and at work. The important thing is how much stress people are under and how it is managed by themselves and their managers.

There are number of reasons that staff can be stressed due to their work and these can be assessed via a stress risk assessment:

1. Work Demands

Includes issues like workload, work patterns, the working environment, and work hazards.

2. Control

How much say the person has in the way they do their work.

3. Support

Includes the supervision, training and resources provided by the organisation, line management and colleagues.

4. Relationships

Includes promoting positive working to avoid conflict and procedures for dealing with unacceptable behavior from colleagues and the public.

5. Role

Whether people understand their role within the organisation and the organisation ensures that people don't have conflicting roles.

6. Change

How organisational change (large or small) is managed and communicated.

7. Personal problems outside work

These can be all manner of issues and need to be treated in confidence and sympathetically. Whilst you may not be able or expected to solve these issues you maybe to be flexible about how and when people work or provide information on where to find further information, support and help if needed.

Solutions may involve:

- Addressing concerns on workload or work environment.
- Providing more support or training
- Involvement of occupational health who can often provide suggestions and solutions
- Improving work relationships and team working.
- Providing staff with counselling

So what can we do to help ourselves and our colleagues?

- Raise the issue of stress and discuss it with each other and at team meetings
- Support each other and be honest about how you are feeling and coping with your workload and/or home life
- Try to ensure you maintain a good work/life balance
- Share problems with your co-workers
- Be mindful of the signs and symptoms of stress in yourself and others
- Do not ignore the signs and symptoms of stress in yourself or others

For more information:

- NHS information at:
  https://www.nhs.uk/conditions/stress-anxiety-depression/understanding-stress/
- The HSE guidance at:
  http://www.hse.gov.uk/stress/
- WBC Stress & Mental Well-being Policy available on the intranet.
- - WBC Public Health & Well-being Service - A Practical Guide to support line managers and employees' health and wellbeing in the workplace

For further information and support please contact WBC Health & Safety Team:
- healthandsafety@westberks.gov.uk
- or
- schoolshealthandsafety@westberks.gov.uk

For further information contact:
The Health & Safety Team @ healthandsafety@westberks.gov.uk and/or schoolshealthandsafety@westberks.gov.uk

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Appendix E
Sources of Guidance for Employees about Mental Health and Well-being

These are just a few sources of information for employees about Mental Health and well-being.

Internal:

WBC Public Health & Well-being Service - A Practical Guide to support line managers and employees' health and wellbeing in the workplace

WBC Five Ways to Well-being: https://info.westberks.gov.uk/fivewaystowellbeing

Staff Well-being pages on the intranet: http://intranet/index.aspx?articleid=31853

External:

NHS information: https://www.nhs.uk/conditions/stress-anxiety-depression/understanding-stress/

Talking Therapies Self-referral (Berkshire Healthcare Trust): https://www.talkingtherapies.berkshire.nhs.uk/page_sa.asp?fldKey=217

The HSE guidance at: http://www.hse.gov.uk/stress/

Anxiety UK: https://www.anxietyuk.org.uk/

Mind UK: https://www.mind.org.uk/

Newbury Family Counselling Service: 01635 521296 www.newburycounselling.org

Cruse Bereavement Care West Berkshire: 01635 523573 www.crusewestberks.org

Rethink Mental Illness: National Helpline 0300 500 0927 Monday to Friday 10am to 2pm

Workplace Chaplaincy

Committee considering report:	Personnel Committee on 15 October 2019
Portfolio Member:	Councillor Howard Woollaston
Date Portfolio Member agreed report:	16 September 2019
Report Author:	Rebecca Bird
Forward Plan Ref:	PC3835

1. Purpose of the Report

1.1 To seek approval to pilot a workplace chaplaincy service for six months with a view to establishing the service permanently.

2. Recommendation

2.1 That a workplace chaplaincy service be piloted for six months with a view to establishing the service permanently.

3. Implications

3.1	**Financial:**	The service is being offered to the council on a voluntary basis.
3.2	**Policy:**	None
3.3	**Personnel:**	The chaplaincy service should benefit staff.
3.4	**Legal:**	None
3.5	**Risk Management:**	None
3.6	**Property:**	None
3.7	**Other:**	None

4. Other options considered

4.1 None

Executive Summary

5.   Introduction / Background

5.1   The concept of a workplace chaplain for West Berkshire Council came from Richard Littledale, the minister of Newbury Baptist Church. Richard was asked by the Building Communities Together team to deliver a "Lunch and Learn" session for staff about working with people of faith. The session was well-received and sparked good discussion. Following on from this Richard felt that he would like to offer more time to the committed workforce of the Council and approached the Chief Executive to suggest that he might offer a workplace chaplaincy service.

5.2   A chaplain is an ordained or lay volunteer representing a local church who:

- interacts with people for their emotional and spiritual well-being;
- offers confidential, non-judgmental support about all aspects of life and work;
- is motivated by their Christian faith to care for people and communities;
- is a good listener, as they value, support and encourage staff;
- respects the diversity of belief within the wider community.

5.3   Chaplains work in a wide variety of settings. There is a general awareness of chaplains in hospitals, prisons and in the armed services but there are also chaplains present in workplaces like factories, shopping centres and local authorities.

6.   Proposals

6.1   It is proposed that a workplace chaplaincy service be piloted for six months, in the following way:

6.1.1   The HR Service would be responsible for the relationship with the workplace chaplain (Richard Littledale).

6.1.2   The chaplain would work on a voluntary basis.

6.1.3   The chaplain would agree dates to visit the main WBC offices: he suggests twice a month for an hour at a time.

6.1.4   HR would arrange a room to be available for him to meet with staff on a drop-in basis.

6.1.5   The chaplain would make his contact details available to staff who visit him, for contact outside of work hours.

6.1.6   The chaplain would provide information to each person who visits about the service. This would include the advice that prayer can be requested, but will not be actively offered by the chaplain as part of a session.

6.1.7   Sessions would be in the middle of the day between 12.00 noon and 2.30pm i.e. outside of core hours. If staff wish to see the chaplain during working time they should seek permission from their manager.

6.1.8 The chaplain would respect the confidentiality of all information, personal or commercial, that may be shared with him or come to his notice during the course of his work.

6.1.9 The chaplain would remain independent of the organisation he visits.

6.1.10 The chaplain might visit, where requested, staff at home or in hospital and might be available at critical times of life.

6.1.11 The chaplaincy service is open to all without discrimination.

6.1.12 The chaplain would not offer a formal counselling service and should be regarded as complementing existing provision and services e.g. confidential counselling and recognised trade unions.

6.1.13 The council would publicise the chaplaincy service to staff through Reporter etc.

6.1.14 The chaplain would equip himself with the knowledge of other professional services and signpost to these services when appropriate.

6.2 It is proposed that HR conduct a review with Richard Littledale at the end of six months to assess the success of the pilot and whether it should become an established arrangement. The review would consider any concerns raised or any further development needed to make the chaplaincy more beneficial to staff.

6.3 Following the review, if we propose to establish a chaplaincy service long-term, a further report will be brought to Corporate Board. An approach could also be made to other faith leaders at that time with a view to broadening religious representation of the chaplaincy service.

6.4 We have consulted with trade union representatives on this proposal and they are supportive of the pilot.

7. Conclusion

7.1 I believe a workplace chaplaincy service would be beneficial to council staff and would be complementary to other sources of workplace support available.

8. Appendices

8.1 Appendix A – Data Protection Impact Assessment

8.2 Appendix B – Equalities Impact Assessment

Appendix A

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Resources
Service:	HR
Team:	Strategy & Ops
Lead Officer:	Rebecca Bird
Title of Project/System:	Workplace Chaplaincy
Date of Assessment:	13/9/19

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
Will you be processing SENSITIVE or "special category" personal data? Note – sensitive personal data is described as "*data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person's sex life or sexual orientation*"	☐	**X**
Will you be processing data on a large scale? Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both	☐	**X**
Will your project or system have a "social media" dimension? Note – will it have an interactive element which allows users to communicate directly with one another?	☐	**X**
Will any decisions be automated? Note – does your system or process involve circumstances where an individual's input is "scored" or assessed without intervention/review/checking by a human being? Will there be any "profiling" of data subjects?	☐	**X**
Will your project/system involve CCTV or monitoring of an area accessible to the public?	☐	**X**
Will you be using the data you collect to match or cross-reference against another existing set of data?	☐	**X**
Will you be using any novel, or technologically advanced systems or processes? Note – this could include biometrics, "internet of things" connectivity or anything that is currently not widely utilised	☐	**X**

If you answer "Yes" to any of the above, you will probably need to complete Data Protection Impact Assessment - Stage Two. If you are unsure, please consult with the Information Management Officer before proceeding.

Appendix B

Equality Impact Assessment - Stage One

We need to ensure that our strategies, polices, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

"(1)   A public authority must, in the exercise of its functions, have due regard to the need to:
- *(a)   eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- *(b)   advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; This includes the need to:*
  - *(i)   remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*
  - *(ii)   take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*
- *(c)   foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.*
(2)   The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
(3)   Compliance with the duties in this section may involve treating some persons more favourably than others."

The following list of questions may help to establish whether the decision is relevant to equality:

- **Does the decision affect service users, employees or the wider community?**
- **(The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)**
- **Is it likely to affect people with particular protected characteristics differently?**
- **Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?**
- **Will the decision have a significant impact on how other organisations operate in terms of equality?**
- **Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?**
- **Does the decision relate to an area with known inequalities?**
- **Does the decision relate to any equality objectives that have been set by the council?**

Please complete the following questions to determine whether a full Stage Two, Equality Impact Assessment is required.

What is the proposed decision that you are asking the Executive to make:	To approve a pilot of a workplace chaplaincy service with a view to establishing an ongoing service.
Summary of relevant legislation:	
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Rebecca Bird
Date of assessment:	13/9/19

Is this a:		**Is this:**	
Policy	**No**	**New or proposed**	**Yes**
Strategy	**No**	**Already exists and is being reviewed**	**No**
Function	**No**	**Is changing**	**No**
Service	**Yes**		

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To provide an additional source of support for staff.
Objectives:	To pilot a workplace chaplaincy service to assess whether we should offer this service to staff on an on-going basis.
Outcomes:	Staff feel supported in their work.
Benefits:	Staff

2 Note which groups may be affected by the proposed decision. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.

(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)

Group Affected	**What might be the effect?**	**Information to support this**
Age	Positive	The service is open to all.
Disability	Positive	The service is open to all.
Gender	Positive	The service is open to all.

Reassignment		
Marriage and Civil Partnership	Positive	The service is open to all.
Pregnancy and Maternity	Positive	The service is open to all.
Race	Positive	The service is open to all.
Religion or Belief	Potentially negative	Some staff may prefer a chaplain from a different religious background. The council is open to considering this if a similar arrangement is offered. The proposed chaplain would respect the diversity of belief reflected in the workforce and the service would be open to all.
Sex	Positive	The service is open to all.
Sexual Orientation	Positive	The service is open to all.
Further Comments relating to the item:		
3 Result		
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?		**No**
Please provide an explanation for your answer: The service will be open to all.		
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?		**No**
Please provide an explanation for your answer: The aim is to provide a service that will benefit staff.		

If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the [Equality Impact Assessment guidance and Stage Two template](#).

Name: Rebecca Bird   **Date: 13/9/19**

Please now forward this completed form to Rachel Craggs, Principal Policy Officer (Equality and Diversity) (rachel.craggs@westberks.gov.uk), for publication on the WBC website.