UNISON

Don't just see me see all of us

UNISON report into mental health as a collective ssue

June 2021

Contents

Introduction

Trade union organising is the key to mentally healthy fair work. This has never been clearer than during the COVID-19 pandemic. Action by UNISON has achieved changes that have made workers, service users and the wider public safer.

This toolkit shares branches' experiences of bargaining for mental health as a health and safety issue in the workplace.

If the working environment and the organisation of work are contributing to mental ill-health then UNISON believes this must be tackled at source. Preventing health problems from arising in the first place is the objective.

This means acting directly to make sure employers are meeting their duties under the Health & Safety at Work Act and the Management of Health Safety and Welfare Regulations. UNISON has pushed to make sure these duties are being met during the COVID crisis.

UNISON branches are already pushing back against the root causes of workplace stress such as heavy workloads and violence at work.

The tips here are based on branches' experiences of campaigning around the root causes of mental health difficulties.

This report should be read alongside the UNISON Scotland report "Not just 'see me'...see all of us."

The toolkit also complements some existing UNISON guides:

'Bargaining on mental health policies' (2021)
'Bargaining against Stress Toolkit' (2018).
'Mental health matters' (2018)[1].

Campaigning: Key Tasks

The main goals and activities of a workplace mental health campaign include:

■ Establishing good employment practices

■ Challenging bad practices

■ Sharing successes

■ Raising awareness amongst members of mental health as a workplace issue via posters, leaflets, newsletters, meetings

■ Talking to members to identify collective concerns and find out their ideas about solutions

■ Keeping members informed about discussions with management and involving them.

Checklist: Questions for Employers

The Thriving at Work review (2017) is a landmark report on mental health at work. The following questions are based upon the core mental health standards for employers set out in the review. These are explained in the companion report to this.

In most UNISON recognised workplaces the main issues will be around the implementation of policies, rather than the need for policies to be put in place and the questions reflect this.

- Do you have a Mental Health At Work Action Plan? (it may have another title)

- Do you have a policy for Managing Stress in the Workplace? (it may have another title)

- If so, is it being implemented consistently?

- Is its implementation reviewed regularly with the trade union(s)?

- Do you routinely monitor employee mental health and wellbeing and report this monitoring data internally and externally?

- Do you carry out a regular workforce survey to identify any causes of stress at work?

- Have you identified those employees in high risk occupations who are particularly vulnerable to stress and trauma?

- Have you produced a framework for putting in place support for these employees and establishes clear accountability for their mental health?

- Do your procurement processes require suppliers to implement the mental health core standards in their own businesses? (This is a standard expected of public sector employers)

- Are you risk assessing for work-related stress using the HSE Management Standards?

- Are all managers trained in using the HSE Management Standards?

- Are you using the resources provided by the HSE to help reduce workplace stress, e.g. the resources to improve line-management and approaches to change management?

- Do your absence management procedures ensure that work-related stress is accurately recorded so that data can be collected and reviewed?

- When employees are off sick for work-related stress do you undertake a stress risk assessment on their return to work?

- When considering redundancies: do you carry out a stress impact assessment to gauge the effect on remaining employees?

Public Health Scotland

Public Health Scotland[2] (PHS) is the national lead body for mental health in the workplace:

It is developing a Mentally Flourishing Workplace Standard for Scottish employers to be piloted during 2020. [3] The Standard will reflect the Fair Work Agenda and wider good work principles. Trade unions are involved in this, along with employers, the HSE and mental health organisations.

PHS is responsible for ensuring health and safety joins up with the Fair Work Framework. It also leads on the employer-related aspects of the Scottish Mental Health Strategy.[4]

PHS delivers the Healthy Working Lives programme[5], which makes annual awards to employers for promoting health at work, and the Work Positive programme, which helps employers address stress at work.
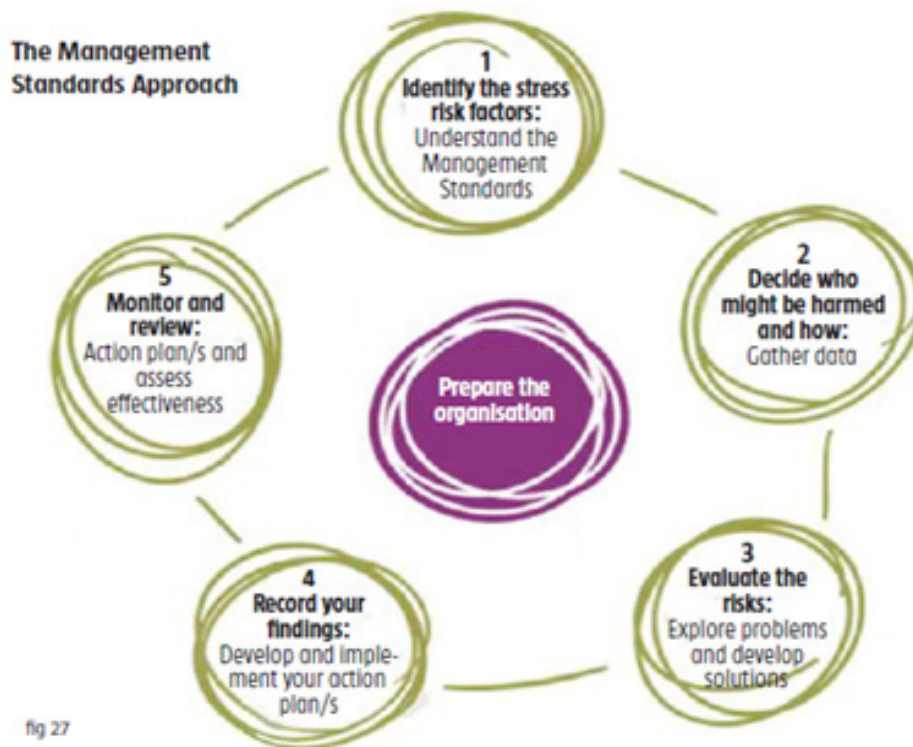
UNISON is the recognised trade union for staff at Public Health Scotland and a UNISON employee-representative sits on the board of the organisation.

TOOLS TO USE 1: HSE Stress Management

The Health and Safety Executive (HSE) Management Standards[6] recommend that workplaces are assessed for risks in the following six domains, using the approach shown below.

Branches should always consider the equalities aspect of these. For example, the Damage report on Scottish Ambulance Service staff, An Emergency But No Accident found significantly higher levels of abuse were reported by female staff.

Demands	Workloads, conflicting priorities, unrealistic deadlines, emotional demands
Control	How much say a worker has in the way they do their work, including 'target driven' cultures
Support	The support & encouragement workers get from their employer, manager and colleagues including management style
Relationships	Including procedures for managing conflict and dealing with unacceptable behaviour including bullying and harassment
Role	Ensuring workers understand their roles and that these roles do not conflict
Change	How employers manage and communicate organisational change and restructures

The Management Standards Approach

1 Identify the stress risk factors: Understand the Management Standards

2 Decide who might be harmed and how: Gather data

3 Evaluate the risks: Explore problems and develop solutions

4 Record your findings: Develop and implement your action plan/s

5 Monitor and review: Action plan/s and assess effectiveness

Prepare the organisation

fig 27

Resources you can use

The HSE provides a suite of free resources for employers to help them implement the Stress Management Standards, available here.

This includes a dedicated tool for evaluating management behaviour - the Line Manager Competency Indicator Tool. Management style often contributes to stress at work. Working with the Chartered Institute of Personnel and Development and Investors in People, the HSE has produced resources to help managers reflect on and adjust their approach.

There is also an HSE Management Standards Workbook with tips advice and guidance for employers here.

And a HSE Stress Risk Assessment Template.

The HSE provides this anonymised case study of tackling stress levels in one NHS organisation as part of its Work Right Campaign.

Making Use Of The HSE Management Standards

Example: workload pressures

Employers should be pressed to deliver:

- A commitment to use the HSE Indicator Tool to identify parts of the organisation where workload pressures are excessive and take action to reduce workload;

- A commitment to train managers to identify where workloads are exerting excessive pressures, take action to reduce or reallocate workloads, as well as work with staff in prioritising demands as part of workload management;

- A commitment to encourage staff to raise workload concerns, investigate those concerns and take appropriate action.

- An appeal procedure to allow staff to raise workload concerns outside of their immediate line manager without immediately entering into an official grievance procedure.

- A commitment to encourage staff to take their full annual leave and planning of workloads to maximise the opportunity to take leave.

Workplace stress: what can branches do?

The Hazards Campaign summarises the actions branches can take as follows[7]:

- Carry out workplace H&S inspections with an emphasis on questions about work-related stress

- Support and encourage risk assessments to be conducted where necessary

- Ensure trade union reps are involved in the risk assessment process, to monitor and constructively criticise the process, ensure all risks are identified and proposed that control measures are appropriate.

- Ensure risk assessments are reviewed when stress related illnesses or absences are reported to ensure that causes of work related stress is being eliminated.

- Meet management to discuss the findings of your discussions, surveys or inspections and negotiate policies and procedures to ensure that stress is dealt with and the causes eliminated in your workplace. Tackling the causes of workplace stress may need a fundamental change in the way your organisation manages work. A mapping exercise can show workload problems and whether 'fire fighting' occurs to cover labour gaps.

- Encourage employees to report stress-related issues to both the union and their line-manager. Ensure your employer has a non-threatening procedure and environment for such reports.

Mapping stress in your workplace

Model survey questionnaires to help employers investigate the root causes of stress in the workplace are available, based on the HSE Stress Management Standards.

Branches can adapt or use these for doing their own surveys or mapping exercises to identify where stress is prevalent. Together with information on sickness and absence, grievances, bullying, incidents and injuries, this can help map the workplace.

The HSE's own model survey questionnaire, is the Management Standards Indicator Tool.[8]

Healthy Working Lives provides the free Work Positive online Risk Assessment Survey Tool for stress at work, which is accessed by opening an online account.[9]

Hazards have a guide for mapping risks in the workplace.

REMEMBER: Employees are more likely to respond to a survey – and respond honestly – when it is **independent** of their employer i.e. conducted and analysed by a trusted external body. If your employer plans to conduct a survey try to make sure it is done independently.

Making use of the HSE management standards

Example: stress caused by people management.

Employers should be pressed to deliver:

■ A commitment to use the HSE Management Standards and the Line Manager Competency Indicator Tools to identify functions, processes or areas of the organisation where people management processes or styles of management are creating or exacerbating stress;

■ A commitment to review policies on absence management;

■ A commitment to review training and support for line-managers in general people management and in implementing employment policies including absence management, performance management, flexible working and harassment and bullying at work.

■ A commitment to promote effective people management by ensuring work life balance and wellbeing questions are part of staff supervision.

■ A commitment to monitor and review employee wellbeing to assess whether stress levels are reducing.

Stress risk assessment flow

MANAGING STRESS IN AN EMPLOYEE — Appendix 3
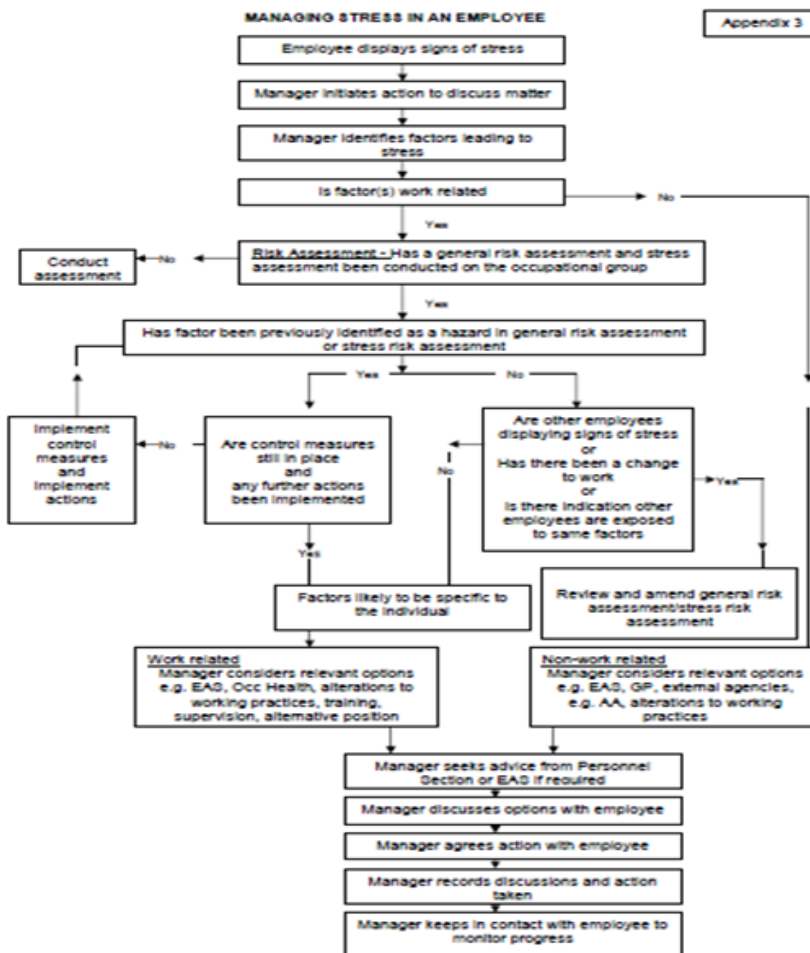
TOOLS TO USE 2: ACAS Framework

The framework for positive mental health at work is helpful for demonstrating the role of employers and line managers in ensuring mentally healthy workplaces. It can be accessed

TOOLS TO USE 3: Employer Schemes

Healthy Working Lives Award Scheme

If your employer is a member and/or an award holder then you should remind them that the award scheme expects its members to comply with legal duties and offers support to do so.

Healthy Working Lives employers are encouraged to conduct an employee stress survey at least once every 3 years and to discuss the findings with employee reps.

DO YOU KNOW: Who does what in Scotland?

The Partnership on Health and Safety in Scotland (PHASS) co-ordinates national-level action on mental health in the workplace.

Its membership includes the whole of the health and safety community in Scotland: trades unions, employers' organisations, health and safety professionals, regulators (HSE and local authorities), the Scottish Government and NHS Health Scotland. UNISON has one of the STUC places on the Partnership.[11]

It brings partners together to work on:

- Prevention: providing advice, education and support, and promoting the benefits of a safe and healthy working environment;

- Enforcement: effective and 'proportionate' enforcement of legal duties.

One of its key aims is 'to promote the benefits to employers, businesses and the Scottish economy, of a safe and healthy working environment as **a key component of fair work.' [12]**

The Partnership is responsible for the Scottish Plan for Action on Safety and Health (SPIASH).

Its work is based on tri-partite collaboration using the resources – including time - of member organisations including UNISON and other trade unions. However, the Partnership is voluntary and has no dedicated budget to implement its Plan.

The Plan currently has a focus on:

- sectors with a relatively poor record of health and safety including, in the public services, social care and waste (resource management);

- promoting Fair Work in Scotland's Social Care Sector;

- improving the management of occupational health and safety, including:

- piloting the HSE Stress Management Standards in public service organisations;

- encouraging health professionals to ask about working practices as an indicator of health impacts on patients and to consider these in individuals' return to work;

- reducing work related stress and creating mentally healthy workplaces through a pilot involving the HSE and NHS Ayrshire & Arran. This involves developing a Stress Talking Toolkit resource for use by health and social care staff, and a review of HSE Stress Management Standards within the health board.

Union stewards: self-care and survival guide

Union responsibilities bring an extra burden of stress for stewards and branch officers. Pressure to meet members' needs. Extra scrutiny or pressure from line-managers. Conflict between case work and job deadlines. And in some cases trauma experienced directly or indirectly through members' casework. All of these combine to create high stress levels for stewards.

UNISON recognises the high stress levels of lay representatives and we address this in stewards training. These are some tips from Scottish branches you may like to copy

Keep control of communications with members

Mobile Phones
- ▼ Get a separate mobile phone for union work
- ▼ Have specific times when members know they can contact you
- ▼ Switch your phone off in evenings and at weekends or when not available at work
- ▼ Keep voicemail up to date

Emails
- ▼ Do not use your personal domestic email
- ▼ Consider setting up separate account with union in title
- ▼ Refer to agreements before using work email
- ▼ Do not use Facebook or twitter for individual communications
- ▼ Use out of office messages, be clear about your availability

Set Clear Boundaries
- ▼ Members will benefit from you being clear when you can be contacted and when you will respond
- ▼ Be clear when you are available within in your workplace
- ▼ Consider regular surgeries
- ▼ Consider adoption of a service level agreement with members outlining your volunteer status and role, contact arrangements and context, member's responsibilities and agreements. Ensure this is consistently used within your branch and colleagues!

Be realistic, do not promise what you cannot deliver
- ▼ Members will often be in crisis when they are accessing your support and advice. They may be much stressed and want immediate confirmation that all will be okay. Although sometimes difficult, it is better to be realistic than set up false expectations. It is also an ideal time to set the boundaries that will allow you to act appropriately whilst protecting yourself from burn out.

Try to keep detached
- ▼ This is often easier said than done! But remember that over identification and emotional responses are more likely to lead an unsuccessful conclusion. Your emotional commitment to employment representation is your motivation, getting over identified or emotional with a member will be counterproductive.

Don't be afraid to ask for support
- ▼ You are not alone, ask for support. Talk to your branch and suggest establishing a buddy system. Move the support issue up the line.

Just say no
- ▼ You will do yourself or your members no favours if you keep saying yes to new cases. There is a limit to what you can take on. Discuss with your union colleagues, your family, and if appropriate your employer, and decide what is achievable.

It's important to acknowledge the emotional impact of some types of case work, and branches could consider whether more formal or structured arrangements are needed to support the wellbeing of activists.

Glasgow City local government branch holds a monthly drop-in for stewards at the branch office where they can talk issues over with branch officers. No set agenda, just time to chat and get a word of advice and encouragement.

Resources available to you and your employer

Public Health Scotland

- Resources/training available to employers free via Healthy Working Lives a range of information and resources for employers to support them in carrying out their legal duties under health & safety legislation.

- A free online survey tool called Work Positive to help employers carry out Stress Risk Assessments in the workplace, together with free 'Stress at Work' online training course to help identify causes of work-related stress in individual workplaces.[13]

- A range of other free online resources including interactive forms and templates, and topic guides, to help create a tailored stress or mental health at work action plan and access training and events.

- A free advice line on occupational health and safety, illhealth and absence, risk assessment, fair treatment, promoting health and wellbeing and other topics.

- Access to confidential advice from an expert Occupational Health or H&S Adviser

- A workplace support visit or telephone consultation

The Healthy Working Lives programme:

- Delivers free training for managers[14], including a 1-day Mentally Healthy Workplace course. This helps managers understand work related stress, the HSE Management Standards, good practice in preventing/managing stress, and the Equality Act and its implications for mental health at work.

- Delivers a Train the Trainers course, Managers' Competency Workshops, and Resilience and Wellbeing workshops.

Mentally Healthy

- Delivers an awards scheme for employers, of which many public service employers are part. Mental health at work is part of the scheme.

What are scottish public services employers doing currently?

Stress strategy pilot project – Glasgow City Council[15]

During 2018, Glasgow City Council undertook a pilot to tackle work-related stress and provide support to its workforce. This was part of the Council's Supporting Mental Wellbeing at Work Strategy.

The aim of the pilot was to reduce absence for psychological reasons, in turn reducing operating costs and improving performance and employee engagement.

A service advisory and delivery support group was set up involving the trade unions.

An initial analysis of sickness absence data showed a sharp increase in mental health related absence within land and environmental services – cleansing, parks and public health. The pilot focused on this area, and was conducted in one depot and the head office, involving around 500 employees.

The pilot made use of the HSE stress management standards as well as support and resources from the Healthy Working Lives programme, and the Scottish Association for Mental Health's 'See Me' campaign.

'See Me' undertook a workforce survey and conducted focus groups. They discovered that 'unrealistic expectations' from senior management were increasing stress levels and affecting mental health and wellbeing.

An assessment process using the Healthy Working Lives 'Work Positive' tool to assess causes of work-related stress, the 'See Me' workplace tool to assess attitudes and stigma, and the SAMH Warwick

It involved:

Edinburgh Scale (WEWS) to assess employee wellbeing.

A commitment to take any other actions specifically required arising from the assessment tools, relating to organisational stressors or cultural stigma.

A review of the Council's Attendance Policy and the guidance on managing employees' mental health in the workplace.

Mentally Healthy Workplace training for all line managers and supervisors, plus Train the Trainer, provided by Healthy Working Lives. This trains managers in understanding and using the HSE stress management standards.

Suicide prevention awareness training, safe talk and Assist training for line managers.

Peer support training to create advocates in the workplace area for social support.
Mental health first aiders trained to support advocates and to be available and trained for emergency situations.

Mental health support surgeries from the council's Employee Assistance provider.

'Wellness action plan' (WAP) training for all, creating a culture of awareness and open conversations that reduces stigma. Educating employees on self-support, recovery and available adjustments.

Education and awareness raising on stress, mental health and wellbeing for employees using face to face resources working with See me and SAMH. 5 step model roadshows that includes mindfulness based approaches.

An evaluation working with external partners, See Me and the Mental Health Foundation so lessons could be replicated across the workforce.

The pilot was evaluated as having a positive impact, and since 2019 this approach has been rolled out council-wide.

Branch campaigns: some examples

Learning points:

- Union action on mental health in the workplace leads to new recruits, higher union density, and new stewards

- Keep members involved and unified by maintaining good communication during the campaign, including holding regular face to face meetings.

- Prepare members for the long haul: be upfront with members about what is involved, prepare and plan in advance so any industrial action, or mandate for industrial action has maximum impact.

- Line-managers/team leaders are union members, involve them at an early point.

Branch campaigns: some examples

'No to overwork' campaign[16]

UNISON Glasgow City's campaign against overwork began in 2013 when homelessness case workers took unofficial action over workload pressures. The action was sparked by a case worker being suspended for refusing to cover the work of a vacant post. It involved three homelessness centres and spread to include all of the authority's accommodation units, some 400 staff in total.

The action followed a long-running but unresolved grievance over vacant posts, taking place at a time when the council was being forced to make another £42.6million of budget cuts. Cuts to homelessness teams had resulted in posts lying unfilled, leaving the remaining staff with unmanageable workloads, and suffering high levels of stress.[17] No attempt was made to assess the impact of vacant posts on remaining staff through stress risk assessments.

The branch decided to take on management's reluctance to address the issue of work-related stress.[18] It had struggled to get the employer to take the issue seriously, even though reps were reporting increasing cases of members having time off work with stress related illness. So it decided to get the evidence itself by surveying members using the HSE's stress management indicator tool, securing an incredible 96% response rate. The top concerns were around relationships confusion over roles, change at work and lack of personal development. One of the biggest issues was bullying, reported by 23% of members who responded.

The branch launched a 'No to Overwork' campaign on the back of the survey with leaflets distributed to members.

Outcome: The evidence produced by the branch was discussed with the council, backed by the campaign amongst members, and led to action by management. Focus groups were held to discuss the results and identify stressors, stress risk assessments were carried out and an action plan produced. The management style of some council managers was addressed through training, guidance was given on managing team meetings, roles and workloads were reviewed and duties reallocated, and personal development plans were prioritised.

The branch found the issue was a powerful recruiting and organising tool. Sixteen new activists were recruited through the campaign, including new safety reps, and membership increased. The 'No to Overwork' campaign has since been taken up by other branches.

Work overload in child protection services

In 2018 West Dunbartonshire Branch ran a 'No to Overwork' campaign amongst its members, with campaign posters creating a strong union presence and message especially in social work offices.

In late 2018 social workers from the Children & Families Team within the HSCP approached their UNISON reps with a view to formally raising with the employer a variety of serious concerns.

The concerns focussed around:
- Staff shortages, vacancies not filled and sickness; Increasing workload with a depreciating number of staff;
- General lack of support and guidance
- High levels of time owed resulting

fromworkload pressures and increasing caseloads;
- Statutory work not being completed;
- Lack of suitable work and contact space in the Dumbarton/Alexandria areas with work with families being undertaken in a public space lacking confidentiality.
- Lack of adequate resources to carry out work;
- Health and safety issues;
- Potential breaches of GDPR in relation to confidentiality;
- The public experiencing difficulties accessing services, with around 300 unallocated cases of vulnerable children and their families.

Action taken
These concerns were raised with the Chief Social Worker in January 2019 and in early 2019 a collective grievance was submitted to the employer by the staff group.

The initial stages of the grievance process offered little to no progress for the staff group which resulted in a consultative ballot being run in April 2019. On a turn-out of 87.8%, the result was 92.3% in favour of taking strike action and 100% in favour of action short of strike action.

Following this a formal industrial action ballot was held in May 2019 the results of which were similar, but this time with a higher percentage in favour of taking strike action (98.6%). The huge turn-out (82%) and vote for action gave the branch a mandate with which to go to the HSCP in May 2019.

The HSCP's slow progress in addressing such serious issues angered members. To maintain pressure on the Council a second formal industrial action ballot was conducted, this time including clerical staff, was held in December 2019. The results were: 98.8% in favour of strike action and 100% in favour of action short of strike action.

Outcomes: Significant advances have been made in some of the areas of concern initially raised, with work continuing on the outstanding issues. Gains have been incremental, made over a long period by the branch maintaining pressure, backed up by a live mandate from members for industrial action.

The bigger gains have been:
- Agreement to fill 6 vacant posts and recruit an additional 6.5 fte social workers in an attempt to plug the gap from posts previously removed from the establishment, with agency staff being used until vacant posts are filled.
- Improved working environment: additional contact space for work with families has been secured, plus the relocation of one team into a permanent base in the community it serves.
- All staff have now been provided with adequate IT resources to enable them to carry out their roles efficiently;
- Staff carrying high levels of TOIL that they were unable to use have received appropriate payment for this;
- A cadre of new stewards has been recruited.
- Union density has increased to 85%

Scottish ambulance service branch

Working for the Ambulance Service is by nature highly pressurised, and physically and emotionally demanding. Morale within the service is poor, and long term sickness absence relatively high.

In 2019, with assistance from the branch, a UNISON Damage survey looked at the factors causing stress at work for Ambulance Service staff.[19]

The findings showed that stress levels were escalating due to:

- Heavy workloads, and growing pressures of demand;
- Staff shortages;
- Very high levels of verbal and physical violence;
- Recent changes to the service and related services, and the management of change;
- Lack of breaks, late or interrupted breaks – for eating – but also to recover and to debrief from traumatic emergency situations;
- Poor physical working environment, access to clean places for breaks;
- Unresponsive/unsupportive management.

Responding to violence at work

Ambulance service staff (70%) reported that they are regularly shouted at, kicked, punched and some have even been stabbed. The threat of violence hangs over every day of their working lives.

Just 5% of staff assaulted at work said a risk assessment had being carried out after the assault. Only 2% thought any changes had been made to improve their safety after the assault. Proper recording and assessment of these incidents is the first step to providing proper protection for staff.

Action: The findings of the survey were discussed with the Scottish Ambulance Service at a series of specially arranged meetings and the regular NPF meetings. The UNISON branch proposed that there was a need for improved support for staff facing these challenges, clearer reporting mechanisms (with an update coming back to

those reporting issues, improved communication and additional resources for training and staffing.

Following questions being asked of the First Minister about the report, UNISON met with the Scottish Health Minister to discuss the findings and what support could be given.

Outcomes: Following the publishing of the report and discussion taking place there were announcements around additional resources being given to aid emergency staff experiencing work-related trauma or secondary trauma., The Scottish Government and Ambulance Service committing additional funding to support a demand and capacity review. UNISON has also been working with the service around improving communications and other measures to support all ambulance staff.

S.O.S. Stressed out in scotland's colleges

Years of cuts to staffing have created a stress crisis in further education colleges. UNISON has highlighted this for several years and it is now being taken up by the single dedicated FE branch formed in October 2019.

Data mapping: In 2018 and 2015 data was gathered through Freedom of Information (FOI) requests and staff surveys. The massive impact of work-related stress was revealed, with 1,500 staff on sick leave due to stress between 2014-17, an average of 23 members of staff in each college. Annually over 50,000 working days were being lost to stress.[20]

Risk factors: UNISON's survey of FE staff in 2018 identified excessive workload as the major cause of stress:

- 60% felt workloads were high or extremely high.
- 56% reported suffering stress directly due to workloads.
- 69% felt that their stress issues were not dealt with in a satisfactory way and college management have failed to take work related stress seriously.
- 73% stated that managers had never discussed work levels and stress with them.

Inaction: Overall the results show that rather than introduce improvements since the last survey in 2015, the Colleges have done nothing, and things have got worse.[21]

Further education employers are failing in their duty to provide a safe workplace:

- Colleges own data showed that only 10% of staff suffering stress completed an Individual Stress Risk Assessment on returning from work.
- Some Colleges did not record or monitor adequately.

- FOI requests found just 55% of Colleges have a specific avoidance of Stress Policy and none have a specific working group.

Armed with this evidence the branch is calling for:

- Immediate work nationally involving all unions on a National Avoidance of Stress Policy and Procedure;
- Jointly run Union-Management Avoidance of Stress and Overwork Forums to be established in every College to address the underlying causes of work-related stress;
- A programme of Occupational Group Risk Assessments to be scheduled for all staff group areas and for these to become a regular development in colleges;
- All colleges to ensure that Individual Stress Risk Assessments are completed on the return to work of every member of staff suffering stress-related sickness absence, and a support plan put in place;
- Acceleration of progress on new national policies and procedures to help address stress at work including relocation, work-life balance, family friendly working, bullying and harassment, redeployment and organisational change.

APPENDIX 1 – RESOURCES

UNISON

UNISON Bargaining against Stress Toolkit
https://www.unison.org.uk/content/uploads/2017/10/24660.pdf

UNISON Bargaining on Mental Health guide
https://www.unison.org.uk/content/uploads/2018/05/25005.pdf

UNISON Resilience and Wellbeing: a Guide for Members
https://www.unison.org.uk/content/uploads/2016/10/24053.pdf

Stress at Work: a Guide for UNISON safety reps (2014)
https://www.unison.org.uk/content/uploads/2014/10/On-line-Catalogue227032.pdf

UNISON Scotland Young Members' Mood Manual (self-help resource)
https://unison-scotland.org/wp-content/uploads/Mood-Manual-Second-Edition-2019.pdf

Health & Safety Executive

HSE Stress Management Standards – introduced 2004
http://unison-edinburgh.org.uk/wp-content/uploads/2017/11/HSCsurvey2017.pdf

HSE Work-related stress and how to tackle it
https://www.hse.gov.uk/stress/what-to-do.htm

HSE Work-related stress step-by-step workbook - 2017
https://www.hse.gov.uk/pubns/wbk01.pdf

HSE Work Right Campaign
https://campaigns.hse.gov.uk/go-home-healthy/

HSE Work-related stress, anxiety or depression statistics in Great Britain, 2019.
https://www.hse.gov.uk/statistics/causdis/stress.pdf

ACAS

ACAS Guidance Promoting Positive Mental Health in the Workplace – June 2019
https://archive.acas.org.uk/media/3384/Promoting-positive-mental-health-in-the-workplace/pdf/

Promoting_positive_mental_health_in_the_workplace.pdf
ACAS Framework for Positive Mental Health at Work
https://archive.acas.org.uk/media/5910/Acas-framework-for-positive-mental-health-at-work/pdf/Acas-framework-for-positive-mental-health-at-work.pdf

Campaigning resources

Labour Research Department Booklet, Workplace action on mental health, a trade union guide - June 2019
https://www.lrdpublications.org.uk/publications.php?pub=BK&iss=1979

Work Stress Handbook
http://www.workstress.net/sites/default/files/stress.pdf

Hazards Campaign resources: stress & mental ill-health at work
http://www.hazardscampaign.org.uk/blog/resources-stress-and-mental-ill-health-in-the-workplace

Mental Health At Work website
https://www.mentalhealthatwork.org.uk/case-study/

Public Health Scotland – Healthy Working Lives
www.healthyworkinglives.scot

Stress at Work
https://www.healthyworkinglives.scot/workplace-guidance/mental-health/Pages/stress-at-work.aspx

SAMH Mental Health at Work
https://www.samh.org.uk/about-mental-health/self-help-and-wellbeing/be-mentally-healthy-at-work

APPENDIX 2: the thriving at work core mental health standards

These are the Core Standards for employers produced by the Stevenson/Farmer Thriving at Work Review.
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf

Mental Health Core Standards
- Produce, implement and communicate a Mental Health At Work Plan;
- Develop mental health awareness among employees;
- Encourage open conversations about mental health and the support available when employees are struggling;
- Provide employees with good working conditions and ensure they have a healthy work life balance and opportunities for development;
- Promote effective people management through line-managers and supervisors;
- Routinely monitor employee mental health and wellbeing.
- Enhanced Standards expected of public sector employers
- Increase transparency and accountability through internal and external reporting;
- Demonstrate accountability;
- Improve the disclosure process;
- Ensure provision of tailored in-house mental health support and signposting to clinical help.

Public sector employers should also:
- Identify those employees in 'high risk' occupations particularly vulnerable to stress and trauma and produce a national framework which coordinates support for these employees and establishes clear accountability for their mental health (p.47).
- Use public sector procurement processes to encourage suppliers to implement the core standards.

Endnotes

1 https://www.unison.org.uk/content/uploads/2019/03/Mental-health-guidance-for-branches.pdf

2 Until 31 March 2020 this was called NHS Health Scotland. It is a non-territorial health board and part of NHS Scotland.

3 This is inspired by the mental health core standards proposed by the Stevenson/Farmer re view of mental health and employers (2017) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/at-tachment_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf

4 The Health and Work Directorate of PHS is responsible for these. This falls under the Strategic Priority to con-tribute towards 'a fair and inclusive economy'.

5 https://www.healthyworkinglives.scot/workplace-guidance/mental-health/Pages/stress-at-work.aspx

6 https://www.hse.gov.uk/stress/standards/

7 http://www.hazardscampaign.org.uk/wp-content/uploads/2019/01/disstress.pdf

8 https://www.hse.gov.uk/stress/assets/docs/indicatortool.pdf

9 https://www.healthyworkinglives.scot/workplace-guidance/mental-health/Pages/stress-at-work.aspx

10 Source: UNISON Glasgow City branch

11 Some background to trade union involvement in PHASS is provided here: https://www.hse.gov.uk/aboutus/scotland-case-study.htm

12 https://www.hse.gov.uk/scotland/partnership.htm

13 https://www.healthyworkinglives.scot/workplace-guidance/mental-health/Pages/stress-at-work.aspx

14 By 2018 Healthy Working Lives had trained a total of 714 managers. https://www.gov.scot/publications/men-tal-health-strategy-2017-2027-1st-progress-report/pages/10/ https://scottishbusinesspledge.scot/

15 https://www.seemescotland.org/workplace/learning-from-others/the-importance-of-senior-leader ship/

16 https://www.glasgowtimes.co.uk/news/13263911.social-work-staff-strike-over-cuts/

17 https://www.heraldscotland.com/news/13123346.hundreds-of-care-staff-threatened-with-sack-after-strike/

18 https://www.unison.org.uk/news/article/2014/10/branch-shows-tackling-stress-is-a-great-

19 The survey involved technicians, patient transport and control centre staff, as well as paramedics. It included SORT/ScotSTAR staff, the national service which provides safe transport for some of the sickest infant, child and adult patients within NHS Scotland. recruitment-tool/

20 https://unison-scotland.org/wp/wp-content/uploads/UNISON-STRESS-SURVEY-2019-Branch-survey.pdf

21 https://www.unison-scotland.org/wp-content/uploads/LearningTheHardWay_FEstaffsurvey_Sep2015.pdf