

COMPANY NAME:

Hillcrest

POLICY NUMBER:

OD 02

POLICY TITLE:

Health and Wellbeing Policy

This document can be produced in different formats, for example, in larger print or audio-format, and in other languages, as appropriate. We promote equality through seeking to eliminate unlawful and unfair treatment on the ground of any protected characteristic, as appropriate.

Underpinning and Supporting Documents

This policy should be read in conjunction with the following documents:

Other Policies:

- HR01 Bullying and Harassment Policy
- HR02 Maximising Attendance Policy
- HR04 Grievance Policy
- HR09 Leave and Special Leave Policy
- HR10 Maternity and Adoption Policy
- HR11 Flexible Working Policy
- HR15 Flexitime Policy
- HR23 Paternity Parental and Shared Parental Leave Policy
- HR37 Buying and Selling Annual Leave Policy
- HR45 Neonatal Care Leave and Pay Policy
- HR42 Hybrid Working Policy
- G27 Health and Safety Policy
- G08 Equality and Diversity Policy

Compliance:

- N/A

Legislation:

- The Health and Safety at Work Act 1974
- The Management of Health and Safety at Work Regulations 1999
- The Equality Act, 2010
- Employment Rights Act 1996

Best Practice:

- HSE Management Standards
- ACAS Advisory booklet – Health Work and Wellbeing
- ACAS guide to challenging conversations

1. Policy Statement

Hillcrest aims to safeguard the health, safety and welfare of its employees and believes that all staff have the right to expect that their working conditions and working relationships will be such that they do not impact on their health and wellbeing.

Hillcrest recognise that we have a duty of care to look after the health and wellbeing of our staff whilst they are at work and to ensure, as far as reasonably practicable, that workplaces and working environments are safe, healthy and supportive. Hillcrest seeks to promote a comprehensive approach to tackling health issues arising from the workplace or personal circumstances by addressing the roles of prevention, management and support.

Hillcrest strives to create a supportive working environment where all employees can thrive, with a focus on mental health, stress prevention, and overall wellbeing. This policy is underpinned by a shared understanding between staff and managers that poor mental health is a legitimate health issue in the workplace.

Employees experiencing difficulties that could lead to them suffering mental health difficulties will be encouraged to seek help and support. Employees also have a duty to themselves and others to help minimise ill health in the workplace and should take an active part in mental and physical well-being management initiatives.

The policy aims to provide protection for staff's wellbeing by encouraging clarity of procedures when a person discloses a mental health issue and give reassurance to staff members to be confident in their response to difficult situations. The policy defines roles and responsibilities of staff members in such situations, and for those that are receiving support.

This policy aligns with Hillcrest's People and Organisational Development Strategy, specifically how we will this deliver through our commitment to Wellbeing and Inclusivity. This reinforces our commitment to creating an inclusive environment where employees feel heard, valued, and cared for at Hillcrest, as well as adhering to our values of respect and Inclusion.

We recognise that supporting employee wellbeing is essential to achieving individual, team, and organisational success. Our approach is shaped by strategic priorities that include:

- Reviewing employment policies to ensure they promote inclusivity and a healthy work-life balance
- Providing regular training on wellbeing, equality, diversity, and inclusion
- Maintaining open and transparent communication channels to support psychological safety

- Creating opportunities for personal and professional growth
- Recognising and rewarding employee contributions to strengthen belonging
- Monitoring and evaluating the impact of wellbeing initiatives to drive continuous improvement.

This strategic alignment ensures that our health and wellbeing efforts are proactive, embedded in our organisational culture, and reflective of our core values.

Hillcrest is committed to providing access to support services, training, and reasonable adjustments. Promoting a culture of openness, inclusion, and psychological safety.

2. Policy Principles

The key policy principles are:

- To maximise wellbeing in the workplace environment through the promotion of our management policies, support services, information networks and regular health promotion campaigns.
- To ensure that Health and Wellbeing is treated with high importance and considered in everything we do.
- To ensure that our benefits, support systems and processes are suitable and attractive to all employees and candidates.
- To ensure that staff who have, or have had, symptoms of poor mental health are treated responsibly and in an understanding manner.
- To ensure that training resources and guidance is provided for all managers on how to maximise wellbeing and minimise and manage poor mental health in the work environment.
- This policy and Procedure reflects and reinforces the Hillcrest values:
 - **Inclusion** – we are committed to creating a workplace where every individual feels welcomed, supported and valued. Our wellbeing initiatives are designed to be accessible and responsive to the diverse needs of our workforce.
 - **Respect** – Hillcrest promote a culture where people treat one another fairly and equally. This policy promotes respectful communication, psychological safety especially in matters relating to mental health and stress.
 - **Excellence** – Hillcrest believe wellbeing is a foundation for high performance. By investing in the health and resilience of our people, we empower them to deliver their best work and contribute meaningfully.
 - **Innovation** – Hillcrest embrace creative approaches to wellbeing and are committed to innovation to ensure our practices evolve with changing needs and emerging best practices.

Health and Wellbeing

- Hillcrest recognises that wellbeing includes physical, mental, emotional, financial and social health.
- Hillcrest encourages a balance between work, life and personal development through the application of employment policies.
- Hillcrest aims to maximise wellbeing in the workplace environment through the promotion of our management policies, support services, information networks and regular health promotion campaigns.
- Maintain clean, safe and comfortable workspaces.

- Provide access to health food options and hydration stations.
- Encourage regular movement throughout the day.
- Organise wellness challenges and initiatives.
- Share resources on nutrition, exercise, sleep and lifestyle habits.
- Promote flexible working hours and remote work options in line with policy and business requirements.
- Respect boundaries around personal time and discourage overwork.
- Line Managers will be provided with training and guidance around health and wellbeing.

Mental Health & Stress

Hillcrest recognises that mental health and stress related health issues can have a detrimental impact on employees in the workplace.

- Mental health and stress will be treated as equally important as any other physical health condition.
- All staff experiencing symptoms of poor mental health or stress will be treated responsibly and respectfully.
- Encourage open dialogue to reduce stigma around mental health issues
- Provide training and workshops on mental health awareness and stress management
- Offer access to confidential Employee Assistance Programs
- Designate Mental Health First Aiders or Wellbeing Champions
- Encourage peer support and team cohesion.
- Monitor workloads to prevent excessive pressure,
- Ensure job roles are clearly defined and achievable.
- Promote flexible working arrangements where possible.
- Train managers to recognise early signs of stress or mental health issues.
- Encourage employees to speak up early if they feel overwhelmed.
- Provide timely referrals to occupational health.

As Individual circumstances may vary greatly, it is unlikely that this policy will cover all eventualities and therefore management discretion may be necessary should there be exceptional circumstances.

3. Responsibilities

This policy reminds everyone that we all have a responsibility when it comes to addressing health and wellbeing issues. Staff should not hesitate to seek advice and support at an early stage, if they feel they need it. Confidentiality should be observed when dealing with health and wellbeing. However, in certain circumstances it may be necessary to involve others where it is clear that a person's state of mental health may be a danger to the safety of themselves or others.

Hillcrest

Hillcrest's Health and Wellbeing Policy aims to integrate health and wellbeing into day-to-day activities to enable a positive and healthy culture throughout Hillcrest. This will be achieved through a range of health promotion initiatives designed to raise awareness of any issues affecting health and wellbeing, and to support and maintain positive health and wellbeing.

The Wellness@ Hillcrest Working Group will be responsible for leading these programmes in addition to any initiatives offered by the Human Resources, H & S and Organisational Development Teams, or an Occupational Health Advisor.

Managers Responsibilities

Managers have a critical role in minimising health and wellbeing risks and in offering support to employees. Managers should:

- Familiarise themselves with this Policy and Procedure and use this and other resources to mitigate risks in their teams.
- Take steps to tackle inappropriate behaviour in order to support staff where there are claims of bullying and harassment or impact on wellbeing.
- Carry out risk assessments in their work areas to identify any hazards that could give rise to health issues and act upon these hazards to eliminate or minimise them where practicable.
- Promote and encourage a positive workplace culture in which mental and physical wellbeing are regarded as equally important and can be openly discussed and supported.
- Ensure they provide good communication to their staff, particularly where there are organisational and procedural changes.

- Ensure that staff receive appropriate training and development opportunities and that the demands of a job are regularly monitored.
- Provide clear job descriptions which outline responsibilities, accountabilities and reporting arrangements.
- Ensure that staff are taking their full annual leave entitlement by monitoring holidays as well as reviewing toil, overtime, absence and turnover.
- Be vigilant and offer support to staff who may be experiencing stress outside of work, e.g. bereavement or separation.
- Monitor stress levels and offer access to skilled professional help and advice to staff with mental health related problems.
- Ensure that employees returning to work after a period of absence are handled in a sensitive and sympathetic manner. If the cause of the individual's absence had been due to any specific work issues, the manager must ensure that these are addressed before the individual resumes their duties.
- Liaise with the Human Resources Team in order to maximise support for employees who have mental or physical health problems.
- Champion wellbeing initiatives and allocate resources to allow staff to take up initiatives.
- Ensure compliance with legal duties as required.

Employee Responsibilities

Employees must take responsibility for managing their own health and wellbeing and should inform Hillcrest if they believe work or the working environment poses a risk to their health. All staff are expected to:

- Raise issues of concern regarding well-being with their line manager or their HR Business Partner at the earliest opportunity.
- Take forward any recommendations, support or advice offered by your line manager, Human Resources Team or medical professionals as ways to manage and improve on any health and wellbeing issues.
- Help promote and maintain a non-stigmatising environment in which health and wellbeing issues can, where appropriate, be openly discussed.

- Accept opportunities to be involved in the risk assessment process and attend related seminars and other learning events.
- Behave in a manner that is conducive to the health and wellbeing of their colleagues.

Human Resources Team Responsibilities

The Human Resources Department will develop organisation wide policies and procedures to protect the wellbeing of employees and to assist line managers in supporting individuals who may be suffering from health and wellbeing issues.

The Human Resources Team will:

- Offer advice and support for managers and staff in dealing with instances of poor health.
- Ensure managers attend training to recognise signs that staff may be suffering health issues and what support they can offer
- Liaise with managers over return-to-work arrangements following a period of absence of an employee due to mental health.
- Liaise with occupational health and other medical professionals, as appropriate, with the object of helping employees to maintain good psychological health
- Monitor staff conduct, attendance and turnover to ensure that organisational policies and procedures are applied consistently.
- Offer access to skilled, professional help and advice to staff with mental health related problems.

Organisational Development Team will:

- Provide and support relevant training together with the Human Resources Team.
- Coordinate and support wellbeing programmes.
- Work closely with Human Resources to design and implement Wellbeing initiatives and programmes.
- Together with HR, monitor and report on employee engagement and workplace wellbeing metrics and feedback from initiatives.

Health and Safety Responsibilities

- Advise and support managers to carry out risk assessments in the workplace.
- Offer advice and support to managers when dealing with instances of health and wellbeing at work.
- Offer support and guidance to prevent and prevent, manage and overcome stress related symptoms.

- Provide appropriate training on mental health and stress related topics.
- Ensure a team of trained mental health first aiders are available to staff across the business.

Document Governance and Management

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COMPANY NAME:

Hillcrest

PROCEDURE NUMBER:

OD 02

PROCEDURE TITLE:

Health and Wellbeing Procedure

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1. Introduction

Hillcrest recognise that the health and wellbeing of our employees and fundamental to a productive and resilient workforce. This procedure outlines the practical steps and responsibilities involved in supporting physical health and wellbeing, promoting mental wellbeing, and managing workplace stress across all levels of the organisation.

This procedure will be used where a manager believes that they have identified an impact on health and wellbeing including stress and mental health.

This procedure outlines Hillcrest commitment to promoting and supporting the physical, mental, and emotional wellbeing of its employees. The following procedures apply to all Hillcrest employees.

2. Mental Health Support

Hillcrest recognises that mental health is as important as physical health and is committed to providing proactive, confidential, and accessible support for all employees.

Hillcrest has access to a suite of resources to support employees experiencing poor mental health. Where comfortable, employees should discuss the problems they are experiencing with their line manager in the first instance. Alternatively, employees can contact a member of the HR Team, H & S Team or one of our trained Mental Health First Aiders. Details of who these are can be found [here](#).

Employees also have direct access to counselling/emotional wellbeing services 24 hours a day. 7 days a week services through the [HSF Assist benefit](#).

Hillcrest's Death in Service provider, Aviva, also offer all employees, Psychologist led mental health support and counselling through Aviva Smart Health, details can be found [here](#).

The organisation also considers and implements reasonable adjustments to ensure those experiencing mental health conditions feel supported and empowered at work.

A full range of accessible resources can be found in the external and internal resources section.

3. Managing Stress including the Stress Risk Assessment (SRA)

Managing Stress

A Stress Risk Assessment (Appendix 1) should be performed whenever there is 'foreseeability' that there is a stress problem. This means where the organisation or manager knew or should have reasonably known that there is a problem relating to stress.

This may be in situations where there are medical statements indicating mental health symptoms, for example, work related stress, stress, anxiety, nervous debility or employees stating while they are at work there are work related stressors.

Completing the Stress Risk Assessment (SRA)

To promote wellbeing and mitigate workplace stress, staff are required to complete a stress risk assessment in specific circumstances. The assessment process helps identify contributing factors and informs targeted interventions to improve the working environment and support staff resilience.

Step 1

Contact your manager or HR Business Partner to advise them of the situation as soon as you are aware of or suspect an issue relating to work related stress.

Step 2

The Manager will explain the Stress Risk Assessment (SRA) process to the employee and send them a copy of the SRA. Ask the employee to complete the form. This includes writing down the issues that they feel are causing stress, scoring the issue and asking the employee to consider any solutions that they feel may resolve their problems.

If the employee needs support to fill in the form, the manager should arrange a pre-meeting in order to do this.

Note: In the event that the employee is absent from work, contact should be made as early as possible, whilst acknowledging that, depending on the circumstances the employee may need some time prior to engaging in the process. In the event that it is suspected that the stress relates to a management relationship an alternative contact will be appointed for the employee.

Step 3

When the SRA is completed and returned to the manager you should have a list of issues by the employee as well as their perception of the importance of each. It is likely that the manager may need to investigate some of the points raised or consider potential solutions to the solutions noted where appropriate.

Step 3

The Manager and HR Business Partner should arrange to meet with the employee and explain the employer's findings and reasoning for the actions that can or cannot be taken to mitigate each issue. This information should be documented in Section 3 and 4 for each issue.

Where appropriate advice should be sought from the occupational health provider, for example, where despite actions perceived stress ratings remain high.

4. Maximising Attendance

Hillcrest is committed to maintaining high levels of employee attendance through a supportive and responsive approach. A key element of this is the mandatory Return to Work Interview, conducted after any period of sickness or absence. These interviews provide an opportunity to explore underlying issues, offer appropriate support, and discuss reasonable adjustments that may help prevent future absences.

See Maximising Attendance Policy HR02 for more information.

5. Wellbeing Initiatives

Hillcrest promotes a culture of health and wellbeing through a wide range of supportive initiatives, coordinated by the Wellness @Hillcrest Wellbeing Group, the group is made up of representatives from across Hillcrest. Initiatives include an Annual Wellbeing Calendar that highlights key awareness events—such as Mental Health Awareness Week—and encourages engagement with informative campaigns and resources.

Regular communications spotlight timely and relevant wellbeing topics and arranged events to support wellbeing. Staff also benefit from access to flexible working arrangements, carer's leave, occupational health services, and inclusive support initiatives such as the Menopause Group.

6. Physical Health

Hillcrest supports employees in maintaining and improving their physical health through a range of practical and accessible initiatives. The Cycle to Work scheme offers a cost-effective way to stay active while commuting, while discounted gym memberships encourage regular

exercise and improved fitness. Hillcrest HQ has gym facilities which are free and accessible for all Hillcrest staff.

To ensure a safe and comfortable working environment, Display Screen Equipment (DSE) assessments are available for those using computer workstations. Staff also benefit from access to the **Hospital Saturday Fund (HSF)**, which offers financial support and cashback on everyday health costs such as dental care, optical treatments, and physiotherapy—helping employees stay well both in and outside of work. Hillcrest also offer a Provision of Occupational Health Services where required.

HSF Assist gives you access to GP Advice Line and a Counselling/Emotional Wellbeing Service (24 hours a day, 7 days a week) and a Virtual Doctor (available 7 days a week between 8am and 10pm). This also provides Legal Support (Monday to Friday, 8am-8pm) providing information around debt management, relationships, family and care, as well as signposting to additional resources.

Through **Aviva Smart Health**, staff have unlimited access to online, telephone and video GP appointments as well as a range of health and wellbeing services - including fitness and nutrition plans and advice, a personalised health check, mental health support (which is psychologist led) and counselling including bereavement counselling

Available 24 hours a day, 365 days a year and at no additional cost, the services are also available to your partner and any children up to the age of 21.

7. Work Life Balance

Hillcrest promotes a healthy work-life balance by offering flexible working arrangements that accommodate employees' individual needs and responsibilities as well as, Hybrid and remote working options, where applicable.

The organisation also offers for parental and carer leave, recognising the importance of balancing professional commitments with personal and family wellbeing. These measures reflect Hillcrest's ongoing commitment to a supportive, respectful, and adaptable working culture.

Hillcrest offers all staff the option to buy and sell annual leave, giving staff flexibility to suit personal needs.

See Leave and Special Leave Policy HR09, Flexible Working Policy HR11, Buying and Selling Annual Leave Policy HR37 and Hybrid Working Policy HR42 for more information.

8. Financial Wellbeing

Hillcrest supports the financial wellbeing of its workforce through a blend of practical resources and informed guidance. Employees can access financial advice via the Hospital Saturday Fund (HSF), which provides support for managing everyday costs and long-term planning. Pension schemes are in place to help staff prepare confidently for the future, while internal teams—including Financial Wellbeing and HEAT (Home Energy Advice Team)—are available to offer tailored advice and assistance.

Also available to spread the cost of paying for tech items, is the tech scheme, a salary sacrifice scheme to spread the cost of purchases.

HSF Perkbox provides access to a wide range of deals and discounts.

9. Training & Awareness

Hillcrest is committed to equipping staff with the knowledge and skills to support Health and Wellbeing this includes:

- **Mandatory mental health awareness training** for all managers, helping them identify, understand, and respond to mental health challenges in the workplace.
- **Optional Stress Management workshops** for all employees, offering practical strategies in stress management, emotional resilience, and self-care.
- A corporate **induction program** that introduces new staff to Hillcrest's wellbeing policies and procedures, making wellbeing a clear priority from the very start.

These training opportunities help build understanding and confidence across the organisation, ensuring wellbeing is actively supported in everyday practice.

10. Monitoring Review and Communication

Hillcrest ensures the ongoing relevance and effectiveness of its health and wellbeing policies through structured review and transparent communication. An **annual review** is undertaken by the HR and Organisational Development (OD) teams to assess outcomes, identify areas for improvement, and adapt to emerging needs. **Staff feedback** plays a central role, gathered through regular surveys and wellbeing metrics to provide valuable insights into employee experience. Clear **feedback mechanisms** are in place to encourage open dialogue,

and key updates, initiatives, and improvements are communicated widely across the organisation through internal channels—keeping everyone informed, involved, and supported.

11. External and Internal Resources

Cycle to work / Techscheme/Perkbox

[Employee Benefits: Save money on goods](#)

[HSF Assist](#) & [Aviva Smart Health](#)

[Expert, in-house advice on benefits and energy](#)

[HSF , Perkbox \(discounts \)](#)

[Perkbox | Login](#)

Financial wellbeing & HEAT Team Advice

[Expert, in-house advice on benefits and energy](#)

Wellness@Hillcrest , including buying & selling annual leave and working group information

[Wellbeing Initiatives](#)

[Mental Health First Aiders](#)

Mind to Mind

If you're feeling anxious, stressed or low, or having problems sleeping or dealing with grief, find out how you can improve your mental wellbeing by hearing what others have found helpful by visiting www.nhsinform.scot/mind-to-mind

Breathing Space

Breathing Space is Scotland's free, confidential listening service for individuals over 16 experiencing symptoms of low mood, depression or anxiety. You can contact them on **0800 83 85 87** Monday to Thursday from 6pm to 2am and 24 hours a day at weekends (from 6pm Friday to 6am Monday).

Samaritans

Samaritans provide confidential, non-judgemental emotional support 24/7 for people who are experiencing feelings of distress or despair. You can contact Samaritans free by phoning **116 123** or emailing jo@samaritans.org

NHS 24 Mental Health Hub

NHS 24 mental health services are available to everyone in Scotland. The services available include listening, offering advice and guiding you to further help if required. The Mental Health Hub is open 24/7 and you can contact them on **111**.

Stress Risk Assessment Form

Name:

Place of Work:

Job Title:

Company:

Line Manager:

HR Business Partner:

Part 1: SUMMARY AND SCORING OF ISSUES

Instructions:

1. The **employee** should summarise the issues which they feel have been the cause of the stress in the grid below.
2. The **employee** should score each issue out of 10, in their view. A 9/10 issue is a more important risk factor than a 2/10 issue.
3. You can have several issues with the same score out of 10.
4. You can include work factors and non-work issues although the employer can do less about non-work issues.

Issue Number	Summary of the issue	Score
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

PART 2: RISK CONTROL MEASURES

ISSUE 1

Instructions:

1. Complete one of these sheets for each of the issues in Part 1.
2. Consideration should be given to suggestions provided by the employee (if any)
3. Actions should be sustainable in the longer term by the business.

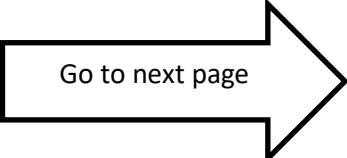
2.1.1 Details of the employee issues (in the *employees* opinion)

2.1.2 Potential solutions suggested by *employee*

2.1.3 Consideration of the issues raised (*employer*)

2.1.4 Actions which can or cannot be taken by the employer (*employer's opinion*)

Go to next page



PART 2: RISK CONTROL MEASURES

ISSUE 2

Instructions:

1. Complete one of these sheets for each of the issues in Part 1.
2. Consideration should be given to suggestions provided by the employee (if any)
3. Actions should be sustainable in the longer term by the business.

2.2.1 Details of the employee issues (in the *employees* opinion)

2.2.2 Potential solutions suggested by *employee*

2.2.3 Consideration of the issues raised (*employer*)

2.2.4 Actions which can or cannot be taken by the employer (*employer's opinion*)

Go to next page

PART 2: RISK CONTROL MEASURES

ISSUE 3

Instructions:

1. Complete one of these sheets for each of the issues in Part 1.
2. Consideration should be given to suggestions provided by the employee (if any)
3. Actions should be sustainable in the longer term by the business.

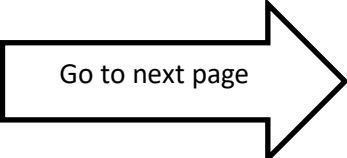
2.3.1 Details of the employee issues (in the *employees* opinion)

2.3.2 Potential solutions suggested by *employee*

2.3.3 Consideration of the issues raised (*employer*)

2.3.4 Actions which can or cannot be taken by the employer (*employer's opinion*)

Go to next page



PART2: RISK CONTROL MEASURES

ISSUE 4

Instructions:

1. Complete one of these sheets for each of the issues in Part 1.
2. Consideration should be given to suggestions provided by the employee (if any)
3. Actions should be sustainable in the longer term by the business.

2.4.1 Details of the employee issues (in the *employees* opinion)

2.4.2 Potential solutions suggested by *employee*

2.4.3 Consideration of the issues raised (*employer*)

2.4.4 Actions which can or cannot be taken by the employer (*employer's opinion*)

Go to next page

PART2: RISK CONTROL MEASURES

ISSUE 5

Instructions:

1. Complete one of these sheets for each of the issues in Part 1.
2. Consideration should be given to suggestions provided by the employee (if any)
3. Actions should be sustainable in the longer term by the business.

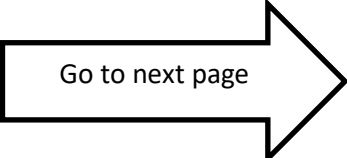
2.5.1 Details of the employee issues (in the *employees* opinion)

2.5.2 Potential solutions suggested by *employee*

2.5.3 Consideration of the issues raised (*employer*)

2.5.4 Actions which can or cannot be taken by the employer (*employer's opinion*)

Go to next page



PART2: RISK CONTROL MEASURES

ISSUE 6

Instructions:

1. Complete one of these sheets for each of the issues in Part 1.
2. Consideration should be given to suggestions provided by the employee (if any)
3. Actions should be sustainable in the longer term by the business.

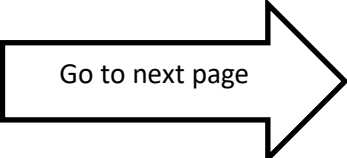
2.6.1 Details of the employee issues (in the *employees* opinion)

2.6.2 Potential solutions suggested by *employee*

2.6.3 Consideration of the issues raised (*employer*)

2.6.4 Actions which can or cannot be taken by the employer (*employer's opinion*)

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PART2: RISK CONTROL MEASURES

ISSUE 7

Instructions:

1. Complete one of these sheets for each of the issues in Part 1.
2. Consideration should be given to suggestions provided by the employee (if any)
3. Actions should be sustainable in the longer term by the business.

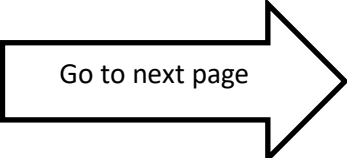
2.7.1 Details of the employee issues (in the *employees* opinion)

2.7.2 Potential solutions suggested by *employee*

2.7.3 Consideration of the issues raised (*employer*)

2.7.4 Actions which can or cannot be taken by the employer (*employer's opinion*)

Go to next page



PART2: RISK CONTROL MEASURES

ISSUE 8

Instructions:

1. Complete one of these sheets for each of the issues in Part 1.
2. Consideration should be given to suggestions provided by the employee (if any)
3. Actions should be sustainable in the longer term by the business.

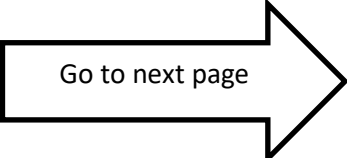
2.8.1 Details of the employee issues (in the *employees* opinion)

2.8.2 Potential solutions suggested by *employee*

2.8.3 Consideration of the issues raised (*employer*)

2.8.4 Actions which can or cannot be taken by the employer (*employer's opinion*)

Go to next page



PART2: RISK CONTROL MEASURES

ISSUE 9

Instructions:

1. Complete one of these sheets for each of the issues in Part 1.
2. Consideration should be given to suggestions provided by the employee (if any)
3. Actions should be sustainable in the longer term by the business.

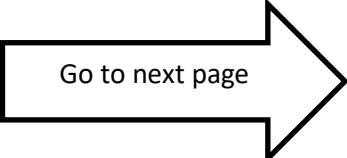
2.9.1 Details of the employee issues (in the *employees* opinion)

2.9.2 Potential solutions suggested by *employee*

2.9.3 Consideration of the issues raised (*employer*)

2.9.4 Actions which can or cannot be taken by the employer (*employer's opinion*)

Go to next page



PART 3: ADDITIONAL INFORMATION

Use this section to add any further information or to expand on any of the answers already given.

3.1.1 Additional Information

Date of first meeting with employee:

Date forwarded to Integral OH

if required:

Please forward a copy of this completed document to the appropriate person as requested. It may be necessary to ask the Occupational Physician dealing with this case for advice. If so, the physician will review the clinical notes along with this document and advise you of their opinion in relation to residual risk levels with the control measures indicated in this document.

Procedure Document Governance and Management

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