

**MENTALLY HEALTHY WORKPLACE & STRESS MANAGEMENT POLICY**

**GUIDANCE AND INFORMATION  
FOR LINE MANAGERS AND EMPLOYEES**

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Author:	Iain Davidson, Employee Relations Manager Ivana Smedley, HR Advisor
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Assessed by:	Iain Davidson – Employee Relations Manager Ivana Smedley, HR Advisor
Contact details:	Human Resources Scottish Borders Council Headquarters Old School Building Newtown St Boswells Melrose TD6 0SA ☎ Tel 01835 825052/3 (HR reception) ✉ <a href="mailto:askhr@scotborders.gov.uk">askhr@scotborders.gov.uk</a>

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This document can be made available **in an alternative format or language**. For further details please contact Human Resources (as above).

This guidance should be read in conjunction with the Mentally Healthy Workplace & Stress Management Policy. Which can be found on the HR Policy, [Procedure and Guidelines](#) Page of the intranet, [Policy and Procedures Employee Page](#) on the SBC website and [Lexi](#) Portal.

## MENTALLY HEALTHY WORKPLACE & STRESS MANAGEMENT POLICY – GUIDANCE FOR LINE MANAGERS & EMPLOYEES

### CONTENTS PAGE

Section		Page
1	<u>Introduction</u>	3
2	<u>Guidelines on managing stress in the workplace</u>	3
3	<u>Symptoms of stress</u>	6
4	<u>What to do if you are feeling mentally unwell (stress, anxiety, depression)</u>	8
5	<u>Training for managers/employees</u>	8
6	<u>Sources of support</u>	9

### 1. INTRODUCTION

- 1.1. This document provides guidance for managers, supervisors and employees on stress in the workplace and how it may be minimised. The guidance should be read in conjunction with the Mentally Healthy Workplace & Stress Management Policy.
- 1.2. There are many sources of support available to employees in the early stages of mental ill health. The aim of all of these is to provide you with support at the earliest stage possible to help keep employees in work and prevent further development of the symptoms. These sources of support can be found on the [Health & Safety Portal](#), [HR Policies, Procedures and Guidance Page](#) on the intranet and the [Employee Pages](#) on the Council website.

### 2. GUIDELINES ON MANAGING STRESS IN THE WORKPLACE

#### 2.1. Recognising Stress

- 2.1.1. It is important that, aside from the debilitating effect upon their employees, managers recognise the potential detrimental impact of stress upon productivity and the quality of services, both through a decline in individual performance and an increase in absences. It is therefore essential that managers develop a positive and understanding approach towards stress management in the workplace.
- 2.1.2. Management's responsibility is underlined by the example of a award of substantial damages against a local authority where it was apparent that managers failed to act despite evidence that an employee was suffering from stress.
- 2.1.3. Therefore managers/supervisors must be alert to:
  - **Recognising signs** which may indicate a stress problem
  - **Taking action** to reduce stress in the workplace
  - **Providing support** to staff who are adversely affected by stress

#### 2.2. Signs to look for

- 2.2.1. A sensible starting point is to look for and monitor signs which may indicate a stress problem:

- **Work Performance:** reduction in output or quality; increased wastage or mistakes; poor decision making.
- **Employee Attitude and behaviour:** loss of motivation; working longer hours for diminishing return; erratic timekeeping.
- **Sickness Absence:** increase in overall absence, particularly for frequent short periods.
- **Relationships at work:** tension and conflict between colleagues; poor relationships with customers / clients; increased disciplinary problems.
- **Working Long Hours**
  - Evidence that employees are continuously working long hours and/or not taking annual leave can be a sign that they are under undue pressure, and this may lead to stress problems if not addressed. Generally, the working of excessive hours is discouraged, both from a welfare point of view and because the law of diminishing returns usually applies i.e. as the number of hours worked increases, concentration and effectiveness decrease resulting in lower productivity and lower quality work.
  - It is also recognised that while an employee's willingness to continuously work long hours can be a sign of commitment and dedication, it can also mask personal and organisational inefficiencies and managers should therefore be alert to possible problems.

### 2.3. Management Action - What Can Managers/Supervisors Do?

- 2.3.1. Managers should act proactively to prevent stress as well as taking prompt action to deal with existing stress. The following guidelines refer to existing stress levels but many apply equally to prevention.
- 2.3.2. Where a stress problem is suspected a manager should think through the issue logically and gather information. Ask employees how you can help and suggest appropriate options such as changing or modifying any aspects of their work.
- 2.3.3. Managers should always adopt recognised good practices.— A number of examples are summarised below ,.
- 2.3.4. When an individual employee is suffering from stress managers should also consider reasonable adjustments, either on a temporary or permanent basis. What is appropriate will vary between individuals, so managers should ensure they discuss any options and agree any possible changes with employees. Some examples of potential adjustments are given below.
- 2.3.5. It is obviously very important that all stress related issues are handled confidentially and without delay.

### 2.4. Good Management Practice

- 2.4.1. During recruitment
  - Provide adequate information for candidates on working conditions, including special features of jobs such as tight deadlines or dealing with disturbed or aggressive clients. Select by reference to a person specification which takes into consideration the ability to meet any special requirements of the job.
- 2.4.2. Ensure that individual roles, responsibilities and scope are clear and are understood
  - Ambiguities and confusion over roles may cause stress.
- 2.4.3. Anticipate events or circumstances likely to cause stress

It may be possible to take action in advance which will ensure arrangements are in place to assist employees to deal with the situation effectively.

2.4.4. Maintain a safe and healthy work environment

Take action to ensure that any risks to employees (or others) have been assessed and either reduced to an acceptable level or eliminated. Ensure that Risk Assessments take into account any circumstances which may cause stress.

2.4.5. Communicate effectively with employees

Be as open and informative as possible. Face to face communication which is honest and consistent is especially important. Err towards telling staff twice rather than risk them being 'in the dark'. A major source of stress is 'not knowing'. Having employees worrying needlessly when a manager could have reassured them is clearly indefensible.

Having regular supervision or 1-1 meetings is important. As well as fostering good relationships and making employees feel valued, they allow employees to raise any concerns in a confidential space and may allow managers to recognise and pick up on signs of stress at an early stage.

2.4.6. Communicate effectively with other sections and departments

Stress can sometimes be caused inadvertently in one part of an organisation by actions in another. Try to be sensitive to the possible impact of decisions or actions on other sections or departments. Anticipating problems and communicating effectively at an early point will be appreciated and is always preferable to trying to sort out (avoidable) difficulties later.

Training or refresher training

Regularly review training needs. Are a lack of skills causing or contributing to the problem? Will coaching help?

2.4.7. Job rotation

Some jobs may be stressful because they involve dealing with especially difficult and demanding clients or, at the other extreme, they are particularly repetitive or boring. Changing employees on a rota basis can be a positive move where practicable. Rotation frequency can range from minutes to months, depending upon the job.

2.5 **Reasonable adjustments and mental ill health**

2.5.1. The Equality Act 2010 requires employers to make 'reasonable adjustments' for people with disabilities including mental health.

The duty applies where an employer is aware or 'should reasonably be aware' that an employee has a disability.

A disability is defined as an impairment which has a substantial and long term effect on day to day activities.

Long term means for more than a year. This includes conditions such as anxiety which arise from time to time.

Poor mental health can be considered a disability even if someone does not have symptoms all the time.

Most reasonable adjustments are not costly or complicated to introduce and implement.

2.5.2 The following adjustments may be considered on a temporary or permanent basis.

- Reduce workload  
If workload is the cause, is it possible to reorganise work? Can technology be used to automate tasks? Is unnecessary or unproductive work being done?
- A transfer to an alternative post  
Can a particular situation be avoided by transfer to a different job or to a different section?
- Part-time working  
Reduced hours may be beneficial, either on a temporary or permanent basis
- Re-design of existing job  
Consider whether the nature or balance of tasks can be beneficially changed. Can repetitive work be automated? Is it possible to reduce pressure points by better planning? If it is feasible, will adjusting starting/finishing times help?
- Working from home/providing quiet office space

2.5.3 Please refer to the [Reasonable Adjustments Policy](#) for further information.

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### 3 SYMPTOMS OF STRESS

3.1 No one can totally eliminate stress from their life, but they can take steps to change how stress affects them. The first step is to recognise symptoms of stress. Aside from a feeling of not being able to cope, stress can cause a number of symptoms of which the following are examples;

- Physical symptoms: can include headaches, increased heart rate, increased sweating, dizziness, trouble getting to sleep / waking up early, and skin rashes/eczema.
- Behavioural symptoms: constant irritability, constant tiredness, suppressed anger, inability to finish one task before rushing to another, increased alcohol intake.
- Medical opinion suggests that these effects are usually short-lived and cause no lasting harm. When the pressures recede there is a quick return to normal. Stress is therefore not the same as ill-health. In some cases, however, particularly where pressures are intense and continue for some time, the effects of stress can be more sustained and far more damaging leading to longer term ill health problems. It is therefore important to act early where there are signs of a stress problem.

#### 3.1.1 Taking Action to Reduce Personal Stress

The following measures/actions are likely to have a positive effect on stress levels. Employees are encouraged to seek further advice where appropriate.

#### 3.1.2 Speak to your Supervisor or Manager regularly

Don't hesitate to speak to your line manager about a problem - an important part of their job is to provide support to you. However, if they are not aware of your problems then they'll not be able to help. If you 'bottle things up' matters will probably get worse. (If you feel unable to discuss matters with your line manager and there is no obvious alternative person within your department, a member of the HR Case Management Team will be happy to discuss any problem you have in confidence).

#### 3.1.3 Speak to HR (contact details below)

The HR Case Management Team are there to provide a source of independent support and will always be happy to discuss any problems an employee has and advise on referrals to healthcare professionals where appropriate. All contacts are dealt with on a confidential basis, with the well-being of the employee the paramount concern.

#### **3.1.4 Speak to Health and Safety (contact details below)**

They can signpost you to other support and carry out an individual stress assessment with you.

#### **3.1.5 Speak to or make contact with a member of the organisation's Mental Health First Aiders (contact details below)**

A Mental Health First Aider can listen to your concerns and signpost you to other support.

#### **3.1.6 Keep events at work in perspective**

Try to step back from events - do not let a minor criticism or mistake cause anger or resentment to build-up. Think of all the positive events which have occurred - little things or a single mistake should be seen for what they are.

#### **3.1.7 Speak to other people**

If you feel stressed don't suffer in silence. Compare notes with others. Partners, family and friends or colleagues may also be able to provide useful advice or support. If applicable speak to your Union representative.

#### **3.1.8 Physical Exercise / other activities**

Medical opinion suggests that physical exercise - anything from regular walking to active sports - is beneficial in reducing stress (You may wish to seek your doctor's advice if you have any medical condition which may be affected by physical activity or if you have not exercised for some time). Try to get into a regular exercise routine, whether it's at lunch-time, after work or at weekends.

Some people find that Yoga, Meditation, Aromatherapy and similar techniques can reduce stress.

#### **3.1.9 Use time effectively**

Using time effectively is important to good stress management at work. The following simple guidelines are recommended.

- Make a 'to do' list and prioritise tasks.
- Set realistic deadlines for delivery of each of these tasks. Break-up larger tasks into smaller objectives and set deadlines for each.
- Don't juggle paper; read it, act on it, file it or bin it.
- Once a decision is reached, forget it and move forward. Don't waste time thinking about whether it was a good decision or not.
- Wherever possible, stick to one task at a time and finish it.
- Decide on what time of day is good for you and use it for important tasks. Use your 'low point' time for routine or less important tasks.
- Prioritise phone calls, letters etc. - deal with the most important or urgent ones first.
- Keep meetings short and to the point. If you are in a position to do so, set a time limit and stick to it.
- Put a written note of future tasks in a diary and then forget about them until they are due - don't try to remember unnecessary information.

- Decide priorities and stick to them. Priorities agreed with your line manager/supervisor are likely to be the best ones.
- Be aware that for many jobs interruptions are part and parcel of everyday work - therefore don't resent them but treat them as positive opportunities to solve problems, help others, and/or improve services.

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## 4 WHAT TO DO IF YOU ARE FEELING MENTALLY UNWELL (STRESS / ANXIETY / DEPRESSION)

### 4.1 What To Do If You Are Feeling Mentally Unwell (Stress / Anxiety / Depression)

- 4.1.2 Speak to your Line Manager, who should be able to offer you initial support and guidance in your workplace. Such support may be by means of flexible working, review of workloads, additional training, realignment of deadlines and priorities, referral to Occupational Health, signposting to counselling support from the employee helpline. All help and support must be tailored to suit individual needs.
- 4.1.3 It may be useful to prepare a Wellness Action Plan which identifies what keeps you well at work, what causes you to become unwell and how any mental health problems can best be addressed. This should be prepared in discussion with your line manager.

Please see the guide [here](#).

- 4.1.4 In the event that you feel unable to speak to your line manager then you can either:
- i. Speak to the HR Case Management Team who can offer advice, support and guidance.
  - ii. Speak to the Health and Safety team who can signpost you to other support
  - iii. Directly contact the [Employee Helpline](#) (Tel Freephone 0330 380 0658).
  - iv. Contact the [Access to Work Mental Health Service](#)
  - v. Speak to your Trade Union representative. Unions have access to a range of support information which is available to help members.
- 4.1.5 Seek professional medical advice from a GP and/ or other support agencies such as Samaritans, Breathing space, Saneline etc. Sources of support are regularly updated and can be found on the [Health & Safety Portal](#).
- 4.1.6 All of the above services are totally confidential and can provide a variety of levels of information and support to help individuals.
- 4.1.7 Where employees have concerns for the welfare of other colleagues who they feel are showing signs /symptoms of suffering with stress related illness then it is essential that they talk about it to someone who will deal with the matter sympathetically and offer the appropriate support to the individual. This person could be a close friend of the individual, line manager, HR adviser, union rep or even the individual themselves. It is important that such conversations are not delayed by uncertainty as to what to do.

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## 5 TRAINING FOR MANAGERS AND EMPLOYEES





- 5.1 The management of workplace stress is largely a matter of good management practice. Training is available to help line managers develop the skills required for their employee management responsibilities.
- 5.2 All employees will benefit from training to equip them with the skills and knowledge required to undertake the duties of the post competently and feel fully supported. Effective recruitment procedures ensures that potential employees are fully aware of the pressures and nature of the job they are applying for.



- 5.3 Effective induction procedures are essential not only for new employees but also for those who are promoted or who are expected to undertake new/extended duties. To avoid workplace stress it is essential that all employees are supported by appropriate training and opportunities for development.
- 5.4 Training Needs Analysis and regular discussions with staff will help to identify any shortfall of skills/knowledge which can then be met in a planned way. Coaching and developmental activities, with support, within the workplace can often effectively meet these requirements, as well as formal training courses.
- 5.5 The organisation provides a specific Stress Management course and a range of general courses which can help individuals to avoid stress. These include courses on Time Management, Managing Change, Coaching and Counselling Skills, Dealing with Difficult People, and Handling Aggression. Other training can be arranged as required. The HR Training Team will be pleased to advise on all aspects of training and development, and provide assistance with appropriate training activities.

## **6 SOURCES OF SUPPORT**

- 6.1 There are many sources of support available to SBC employees in the early stages of mental ill health. The aim of all of these is to provide you with support at the earliest stage possible to help keep you in work and prevent further development of the symptoms. Some of these sources of support are detailed below.
- 6.2 Internal

<b>Health and Safety Team</b>	 <a href="mailto:healthandsafety@scotborders.gov.uk">healthandsafety@scotborders.gov.uk</a>	 <b>01835 826655</b> <b>skype: Health &amp; Safety Team</b>
Provides competent advice and information across the Council to employees and line managers with regard to management of stress and the stress risk assessment process, mental health and Mental Health First Aid		
<b>HR Case Management Team</b>	 <a href="mailto:ashkhr@scotborders.gov.uk">ashkhr@scotborders.gov.uk</a>	 <b>01835 825052/53</b> <b>skype: HR Case Management Team</b>
The HR Case Management Team are there to provide a source of independent support and will always be happy to discuss any problems an employee has and advise on referrals to healthcare professionals where appropriate. All contacts are dealt with on a confidential basis, with the well-being of the employee the paramount concern.		

<p><b>Learning &amp; Development Online Support</b></p>	<p>✓ <a href="mailto:training@scotborders.gov.uk">training@scotborders.gov.uk</a></p> <p>✓ <a href="mailto:elarningservicedesk@scotborders.gov.uk">elarningservicedesk@scotborders.gov.uk</a></p>	<p>☎ 01835 826552</p> <p>skype: Training</p> <p>☎ 01835 826552</p> <p>skype: elarningservicedesk</p>
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Scottish Borders Council run courses throughout the year including:

- **Mental Health Awareness: Training for Managers**
- **Stress Management Techniques**
- **Developing Personal Resilience**

To check when the next courses are running and to book your place please visit – **Business World ‘Course catalogue’ tab** which is located in Business World within **Your Employment > Your development**

[Guide to booking your place on a course in BW](#)

We also offer a large number of helpful online training and learning video courses via [SBLearn](#)

- These can all be accessed from a SBC device, if you have one, or from your own personal one.
- Your login details are your employee number and the initial password is your surname. On logging in for the first time you will be prompted to change the password.

<p><b>Mental Health First Aiders</b></p>	<p>✉ <a href="mailto:MHFirstAiders@scotborders.gov.uk">MHFirstAiders@scotborders.gov.uk</a></p>	<p>☎ 01835 825038</p> <p>skype : Mental Health First Aiders</p>
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SBC staff who have attended the 2 day Mental Health First Aid course and are trained to: Ask relevant questions, Listen non-judgmentally, Give reassurance and information, Encourage the person to get professional help and encourage self-help strategies. Mental Health First Aid is the first step in helping a person experiencing a mental health crisis, and is intended to be used until other help arrives

### 6.3 External

<p><b>Alcoholics Anonymous</b></p>	<p><a href="http://www.alcoholics-anonymous.org.uk">www.alcoholics-anonymous.org.uk</a></p> <p>✉ <a href="mailto:help@aamail.org">help@aamail.org</a></p>	<p>☎ 0800 9177 650</p>
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AA is concerned solely with the personal recovery and continued sobriety of individual alcoholics who turn to the Fellowship for help.

The way they work is very simple - it is one alcoholic talking to another - if you want to contact them because you want help with your drinking problem please feel free to get in touch.

<p><b>BEAT (Eating Disorders)</b></p>	<p><a href="http://www.beateatingdisorders.org.uk">www.beateatingdisorders.org.uk</a></p> <p>✉ <a href="mailto:Scotlandhelp@beateatingdisorders.org.uk">Scotlandhelp@beateatingdisorders.org.uk</a></p>	<p>☎ 0808 801 0432</p> <p>☎ 0808 801 0711 (Youth)</p> <p>☎ 0808 801 0811 (Student)</p> <p><a href="#">one-to-one web chat</a></p>
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











Beat provides helplines for adults and young people offering support and information about eating disorders.



<p><b>Breathing Space</b></p>	<p><a href="https://breathingspace.scot/">https://breathingspace.scot/</a></p>	<p>☎ 0800 838 587</p>
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A free, confidential, phone service for anyone in Scotland experiencing low mood, depression or anxiety.

Breathing Space opening hours: 24 hours at weekends (6pm Friday - 6am Monday). 6pm to 2am on weekdays (Monday - Thursday).

<b>Cruse Bereavement Care</b>	<a href="http://www.cruse.org.uk">www.cruse.org.uk</a>	<b>☎ 0808 808 1677</b>
<p>The Cruse Bereavement Care Freephone National Helpline is staffed by trained bereavement volunteers, who offer emotional support to anyone affected by bereavement.</p> <p>The helpline is open Monday-Friday 9.30-5pm (excluding bank holidays), with extended hours on Tuesday, Wednesday and Thursday evenings, when they're open until 8pm.</p>		
<b>Cruse Bereavement Care Scotland</b>	<a href="http://www.crusescotland.org.uk">www.crusescotland.org.uk</a> ☎ <a href="mailto:support@crusescotland.org.uk">support@crusescotland.org.uk</a>	<b>☎ 0808 802 6161</b>
<p>National Helpline Opening Hours: Mon – Fri 9am -8pm; weekends 10am -2pm</p>		
<b>Gingerbread (one parent families)</b>	☎ <a href="http://www.gingerbread.org.uk">www.gingerbread.org.uk</a>	<b>☎ 0808 802 0925</b>
<p>The Gingerbread Single Parent Helpline provides support and expert advice on anything from dealing with a break-up to going back to work or sorting out child maintenance, benefit or tax credit issues. Their friendly advisers will talk through your options and send you useful information. Your call is free and confidential</p> <p>When can I call the helpline? ·Mondays: 10am to 1pm, 4pm -6pm; ·Tuesdays/Thursdays/Fridays: 10am to 1pm, 2pm -4pm ·Wednesdays: 10am-1pm and 5pm-7pm ·The helpline is closed on all public holidays.</p> <p>A webchat service is also available.</p>		
<b>MIND</b>	☎ <a href="http://www.mind.org.uk">www.mind.org.uk</a>	<b>☎ 0300 123 3393</b> <a href="mailto:info@mind.org.uk">info@mind.org.uk</a>
<p>Provide advice and support to empower anyone experiencing a mental health problem.</p> <p>Helpline provides information on a range of topics including: •types of mental health problems •where to get help •medication and alternative treatments •advocacy. They look for details of help and support in your own area.</p> <p>They have also produced guidance on drawing up a <a href="#">Wellness Action Plan</a>.</p>		
<b>Narcotics Anonymous</b>	<a href="http://www.ukna.org/">www.ukna.org/</a> ☎	<b>☎ 0300 999 1212</b>
<p>The NA Helpline is often the first point of contact for people needing support and advice about the nature of drug addiction. Anyone from the using addict, their friends and family members through to drug workers and the press are welcome to call. Helpline available 10.00am – midnight.</p>		
<b>NHS 24: 111</b>	<a href="http://www.nhs24.scot">www.nhs24.scot</a> ☎	<b>☎ 111</b>
<p>The NHS 24 111 service provides urgent health advice out of hours, when your GP practice or dentist is closed</p> <p>◦Monday to Thursday, 6.00pm to 8.00am ◦6.00pm on Friday to 8.00am on Monday</p>		
<b>NHS Inform</b>	<a href="http://www.nhsinform.scot">www.nhsinform.scot</a>	<b>☎ 0800 22 44 88</b> <a href="#">webchat</a>
<p>NHS inform is Scotland's national health information service.</p> <p>Their aim is to provide the people in Scotland with accurate and relevant information to help them make informed decisions about their own health and the health of the people they care for.</p> <p>They provide information about: •illnesses, injuries and conditions •tests and treatments •healthy living topics - such as smoking, alcohol, food and nutrition and mental wellbeing •health news and events •national health campaigns •services provided by GPs, pharmacies and dental surgeries in Scotland •your rights when using these services</p> <p>They also have a number of interactive tools: •Self-help guides for common illnesses and injuries •Scotland's Service Directory containing hundreds of support groups and thousands of NHS services in Scotland •Info for Me tool that helps you to gather, save, publish and share your own health information</p>		

<b>Pain Concern UK</b>	<a href="http://www.painconcern.org.uk">www.painconcern.org.uk</a>  <a href="mailto:help@painconcern.org.uk">help@painconcern.org.uk</a>	 <b>0300 123 0789</b>
<p>Pain Concern is a charity working to support and inform people with pain and those who care for them, whether family, friends or healthcare professionals.</p> <p>Pain Concern offers confidential, anonymous and free telephone and email services to individuals in the UK through our helpline. Calls and emails are answered by trained and skilled Helpline volunteers with the aim to support and empower callers.</p>		
<b>VivupConfidential Counselling</b>	<a href="https://vivup.yourcareeap.co.uk?CODE=107698">https://vivup.yourcareeap.co.uk?CODE=107698</a>	 <b>0330 380 0658</b>
<p>Vivup is a free completely confidential support service provided to you by your employer. The service is staffed by experienced and professional advisors who are there 24 hours a day to answer your call. Through Vivup you will have access to clinical and professional expertise which gives you a chance to talk about all kinds of work and personal issues. These might include debt advice, relationships, managing money, stress management, moving house, health advice, work issues, domestic abuse, drug or alcohol addiction, and family care or bereavement.</p> <p>The website also has a range of helpbooks and other materials which can be accessed online or downloaded if you would rather not speak to someone directly.</p>		
<b>Relate</b>	<a href="http://www.relate.org.uk">www.relate.org.uk</a> 	 <b>0300 003 0396</b>
<p>The UK's largest provider of relationship support, who help people of all ages, backgrounds, sexual orientations and gender identities to strengthen their relationships.</p> <p>Note: There are charges for their counselling support.</p>		
<b>Relationships Scotland</b>	<a href="http://www.relationships-scotland.org.uk">www.relationships-scotland.org.uk</a> 	 <b>0345 119 2020</b>
<p>Scotland's largest provider of relationship counselling, family mediation and child contact centre services.</p>		
<b>Access to Work Mental Health Support Service (Maximus)</b>	<a href="#">Get help today - Access to Work (maximusuk.co.uk)</a> <a href="http://atw.maximusuk.co.uk">http://atw.maximusuk.co.uk</a>	 <b>0300 456 8114</b>
<p>This confidential service delivered by Maximus is funded by the Department for Work and Pensions and is available at no charge to any employees with depression, anxiety, stress or other mental health issues affecting their work.</p> <p>Their specialist advisers provide:</p> <ul style="list-style-type: none"> <li>• Tailored work-focused mental health support for nine months</li> <li>• Suitable coping strategies</li> <li>• A support plan to keep them in, or return to work</li> <li>• Ideas for workplace adjustments to help them fulfil their role</li> <li>• Practical advice to support those with a mental health condition.</li> </ul>		
	<a href="http://www.remploy.co.uk/">www.remploy.co.uk/</a>  <a href="mailto:apprentices@remploy.co.uk">apprentices@remploy.co.uk</a> Web chat available on their website	 <b>0300 456 8210</b>
<p>•</p>		
<b>Samaritans</b>	<a href="http://www.samaritans.org">www.samaritans.org</a>  <a href="mailto:jo@samaritans.org">jo@samaritans.org</a> (response time 24 hours)	 <b>116 123</b>
<p>Whatever you're going through, a Samaritan will face it with you. They are there 24 hours a day, 365 days a year. Samaritans is a unique charity dedicated to reducing feelings of isolation and disconnection that can lead to suicide. Whether it's an 'are you ok?' at just the right moment, or the midnight support of a trained volunteer they are there.</p>		

<b>Scottish Association for Mental Health</b>	<a href="http://www.samh.org.uk">www.samh.org.uk</a>	
<p>Whether you're living with a mental health problem or supporting someone who is, accessing information about a condition is vital. SAMH has developed a series of information resources for you.</p>		
<b>Terence Higgins Trust</b>	<a href="http://www.tht.org.uk">www.tht.org.uk</a>  <a href="mailto:info@tht.org.uk">info@tht.org.uk</a>	 <b>0808 802 1221</b>
<p>Services include sexual health information and advice, testing for sexually transmitted infections, counselling, HIV testing clinics, support groups for people living with or affected by HIV, and financial assistance and advice. Webchat is available on the website.</p>		
<b>Staff Wellbeing Handbook</b>	<a href="#">Staff Wellbeing Handbook   Scottish Borders Council (scotborders.gov.uk)</a>	
<p>Updated quarterly, this is a directory of useful organisations and resources in relation to wellbeing topics.</p>		