

SITE SURVEY REPORT

Work-related Stress Assessment

Prepared for	Northern Utilities Customer Services Ltd
Date	29 Sep 2026
Site	Harbourside contact centre, Sunderland
Prepared by	C. Lowther

FORM

Work-related Stress Assessment**1. Record details and scope**

Project	Harbourside contact centre, Sunderland: work-related stress assessment (completed example)
Site or premises address	Harbourside House, Sunderland
Client or organisation	Northern Utilities Customer Services Ltd
Record date	29 Sep 2026
Person completing the record	C. Lowther

This is an organisational risk record, not a clinical questionnaire or diagnosis. Use aggregated evidence where possible and keep sensitive individual matters in appropriately restricted processes.

HSE's Management Standards cover demands, control, support, relationships, role and change. Employers must assess work-related stress risks and act on them. The approach involves employee discussion and practical improvements to work design.

2. Team and evidence

Team or work group	Billing enquiries team, 28 advisers and 3 team leaders
Work activities and recent changes	Inbound calls and webchat on billing queries. New billing system went live in August and call volumes rose.
How workers and representatives were consulted	Anonymous team survey in September, two small group sessions, and a meeting with the union representative.
Aggregated survey, absence or workload evidence references	Survey summary SURV-BIL-0926 (aggregated), absence summary Q3, call volume report CVR-0926

3. Work design**Work-design factor 1: Demands**

Area	Demands
Evidence and people affected	Call queues longer since the system change. Most of the team said breaks are often cut short.
Current arrangements	Fixed break rota, overtime offered at peak times.

Proposed organisational improvement	Protect break times on the rota and add two temporary advisers until queues drop.
Accountable manager	Operations manager

Work-design factor 2: Support

Area	Support
Evidence and people affected	Advisers said they cannot get quick help with system errors on calls.
Current arrangements	Team leaders cover queries alongside their own calls.
Proposed organisational improvement	A floor walker for the billing system on every shift until end of November.
Accountable manager	Billing team manager

Work-design factor 3: Change

Area	Change
Evidence and people affected	Staff felt they were told about the system change late, with little training.
Current arrangements	One training session before go-live.
Proposed organisational improvement	Refresher training sessions and a short weekly update on fixes.
Accountable manager	Change manager

4. Implementation and review

Agreed priorities and resources	Break protection and temporary advisers first, from October. Floor walker from 2026-10-06. Refresher training through October.
How changes are explained to workers	Team brief on 2026-10-01 and a written summary on the team page.
Review date	1 Dec 2026
How improvement will be checked	Repeat the short survey in November and compare call queues, missed breaks and absence.
Route for confidential individual support	Employee assistance programme details on the team page. Staff can speak to HR or occupational health in confidence.

5. Actions and review

Are further actions required?	Yes
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Further action 1: Recruit two temporary advisers.

Action and evidence reference	Recruit two temporary advisers.
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Person responsible	Operations manager
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Target date	20 Oct 2026
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Action status	In progress
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Further action 2: Arrange floor walker cover on every shift.

Action and evidence reference	Arrange floor walker cover on every shift.
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Person responsible	Billing team manager
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Target date	6 Oct 2026
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Action status	Open
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Outstanding limitations and information to pass on	Survey response rate was 71 per cent. Night webchat staff not included, add them to the November survey.
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Record status	Ready for review
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Reviewed by	A. Rennie, head of customer services
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Review date	30 Sep 2026
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Author signature	
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C. Lowther

Signing records the information entered. It does not itself certify legal compliance, remove a limitation or authorise unsafe work.