SITE survey. APP

SITE SURVEY REPORT

# Work-related Stress Assessment

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| 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

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| **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.

## 2. Team and evidence

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| **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

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| **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

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| **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

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| **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

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| **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. |
| **Next 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

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| **Are further actions required?** | Yes |

### Further action 1: Recruit two temporary advisers.

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| **Action and evidence reference** | Recruit two temporary advisers. |
| **Person responsible** | Operations manager |
| **Target date** | 20 Oct 2026 |
| **Action status** | In progress |

## Further action 2: Arrange floor walker cover on every shift.

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| **Action and evidence reference** | Arrange floor walker cover on every shift. |
| **Person responsible** | Billing team manager |
| **Target date** | 6 Oct 2026 |
| **Action status** | Open |
| **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. |
| **Record status** | Ready for review |
| **Reviewed by** | A. Rennie, head of customer services |
| **Date reviewed** | 30 Sep 2026 |
| **Author signature** |  |

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