

Stress risk assessment and action plan

Appendix 2 of Work related stress and promoting wellbeing policy

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Stress risk assessment and action plan – manager to complete

Stress risk assessment and action plan	(Manager to complete)
Notes to manager:	
<ul style="list-style-type: none"> • This risk assessment is based around the 6 main risk factors for work related stress as defined by the Health and Safety Executive (HSE). You should meet with your employee to complete this form if they have indicated that they are suffering from stress. • If your employee has shared their completed individual stress risk assessment with you, then you should use this to complete the action plan below. • If your employee has not completed or does not wish to share their individual stress risk assessment then please use this form as the basis for an open discussion to help you consider possible stressors, appropriate risk controls and to complete an action plan. • Where you are unable to reduce the risks to an acceptable level (this may be due to a lack of resources) within three months, you must refer the matter to your Service Director for accountability, advice and action. Management at this level will take responsibility for ensuring remedial action is taken. • The form shows examples of stressors and risk control measures to help you. You do not need to complete all sections, only those which are relevant • Remember to treat this assessment as a confidential staff record at all times. 	

Stress risk assessment and action plan for:	Click or tap here to enter text.
Name of line manager:	Click or tap here to enter text.
Date completed:	Click or tap to enter a date.
Review date: (Add review dates to Outlook calendars)	Click or tap to enter a date.

1. Demands: This includes issues such as workload, work patterns and the work environment

Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
<p>Examples (workload)</p> <ul style="list-style-type: none"> • Struggling to cope with workloads. • Long hours. • Improper rest and holidays being taken. • Working with demanding client group. • Inadequate staffing. • Inappropriately qualified for the job. 	<p>Click or tap here to enter text.</p>	<p>Examples (workload)</p> <ul style="list-style-type: none"> • Hold regular meetings with individuals / teams to discuss anticipated workload • Inform staff of unplanned tight deadlines as early as possible and agree how these can be met. • Look at job design and working practices. • Make sure individuals are matched to jobs - people can be over and under qualified • Cut out unnecessary work and communications. • Review workloads and staffing, and enable individuals to plan their work. • Review workloads and arrive at mutually agreed and achievable deadlines. • Analyse skills alongside the tasks. • Review training needs of staff, for example, when introducing new technology or systems. 	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>

<p>Examples (working patterns)</p> <ul style="list-style-type: none"> • Long hours • Improper rest and holidays being taken 	<p>Click or tap here to enter text.</p>	<p>Examples (working patterns)</p> <ul style="list-style-type: none"> • Check leave is being properly taken. • Is work being taken home? • Monitor staff hours and ensure they are not working excessive hours • Allow regular breaks, especially where work is complex or emotionally demanding • Consider changes to start and end times to help cope with outside pressures such as caring. • Monitor workplace policies in practice. 	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>
<p>Examples (work environment):</p> <ul style="list-style-type: none"> • poor temperature control; • noise; • lack of facilities for rest/breaks; • poor lighting; • poor ventilation; • badly placed or designed workstations; and/or inadequate technology provision or persistent failure of technology equipment • Threat of violence or aggression and/or verbal abuse 	<p>Click or tap here to enter text.</p>	<p>Examples (work environment):</p> <ul style="list-style-type: none"> • Make sure workplace hazards are properly controlled • Undertake risk assessments of workspace and significant tasks. • Seek advice from Health & Safety service • Encourage regular lunch breaks. • Ensure staff complete DSE assessment form at least annually. • Raise technology related concerns with Technology team. • Ensure all incidents are reported and suitable controls are implemented. • Review training needs of individual (ie have they completed Violence and Aggression training?) • Consider any individual risk factors that apply to this particular person 	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>

2. Control: How much say individuals have in the way they do their work

Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
<p>Examples</p> <ul style="list-style-type: none"> • Rigid work patterns and breaks. • Fixed deadlines occurring in different parts of the year. • Lack of control over work. 	<p>Click or tap here to enter text.</p>	<p>Examples</p> <ul style="list-style-type: none"> • Try to provide some scope for varying working conditions and flexible work schedules (for example, flexible working hours, working from home). • Consult with staff to allow them to influence the way their jobs are done, what the real deadlines are and what the priorities are. • Allow and encourage individuals to participate in decision making, especially where it affects them • Ensure individuals complete personal risk assessments such as DSE and home working and ensure control measures are implemented • Encourage individuals to raise issues and concerns early • Consider personal development/training plans to help develop individuals 	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>

3. Support: This includes the encouragement and resources provided to individuals by the council, you (the manager) and colleagues

Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
<p>Examples</p> <ul style="list-style-type: none"> • Staff do not feel supported. • Lack of encouragement from senior management, manager or colleagues. • A culture of blame when things go wrong, denial of potential problems. 	<p>Click or tap here to enter text.</p>	<p>Examples</p> <ul style="list-style-type: none"> • Hold regular one-to-one and team meetings to talk about any emerging issues or pressures • Include work related stress or pressures as a standing item for meetings with staff • Give encouragement and support to staff even when things go wrong. • Work closely with the HR on strategies to address any performance concerns. • Ensure people have the support they require and access to any specialist advice. • Give regular constructive feedback. • Share information on areas of support available, like assistance programmes, occupational health and external organisations • Regularly consult with staff to ensure training is up to date • Provide training to help staff deal with and defuse difficult situations • Be honest, set a good example, and listen to and respect others. 	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>

4. Relationships: Promoting positive working to avoid conflict and dealing with unacceptable behaviour

Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
<p>Examples</p> <ul style="list-style-type: none"> • Difficult relationships with others (colleagues, manager, clients). • Combative or confrontational communication styles. 	<p>Click or tap here to enter text.</p>	<p>Examples</p> <ul style="list-style-type: none"> • Ensure that relevant policies and procedures (ie Bullying and Harassment, Equality and Diversity) are communicated to team members. • Create a culture of openness within a team where issues can be freely discussed. • Encourage staff to recognise and respect all team members' contributions. • Refer to council policies for dealing with unacceptable behaviour and procedures for reporting incidents • Have a confidential system • Consider whether training in interpersonal skills is required. • Lead by example and make it clear what behaviours are not acceptable. 	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>

5. Role: Ensuring that individuals' roles are clear and that they do not have conflicting roles				
Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
Examples <ul style="list-style-type: none"> Lack of clarity about job role. Conflicting job demands. 	Click or tap here to enter text.	Examples <ul style="list-style-type: none"> Set clear objectives and make sure staff are properly trained and able to carry out their duties. Ensure good two-way communication is in place. Ensure staff have clearly defined, up to date job descriptions. Agree specific standards of performance for individual tasks and review regularly Provide relevant training and other information to enable individuals to undertake their role Clearly communicate team business objectives. Ensure new members of staff receive proper induction. 	Click or tap here to enter text.	Click or tap here to enter text.

6. Change: How organisational development and change is managed and communicated				
Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
<p>Examples</p> <ul style="list-style-type: none"> • Fears about job security/status. • Poor communication - uncertainty about what is happening. • Not enough time allowed to implement change. • Inexperience/fear of new technology. • Lack of skills for new tasks. • Not enough resource allocated for change process. • Other personal fears, relocation. • Dysfunctional teams following change. 	<p>Click or tap here to enter text.</p>	<p>Examples</p> <ul style="list-style-type: none"> • Provide effective support for staff throughout the process. • Define and explain key steps of changes being made • Consult staff and their TU reps early and throughout the change process • Build in consultation and support as key elements of any change process • Involve staff in the planning process • Provide a system for staff to comment and ask questions before, during and after the change • Review how the change will impact on team and individual objectives and workloads • Include training/retraining needs as part of your change process • Ensure messages to be communicated to staff are done so in a timely manner and sensitively. • Consult with staff likely to be affected face to face where possible. • Maintain regular team meetings and joint reviews. • Ensure effective two-way communication throughout process. • Have agreed methods of communication (such as meetings, notice boards, letters, email) and their frequency. Don't rely on a single communication route. • Review team objectives and priorities of individuals after change has taken place. 	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>