

Work related stress and promoting wellbeing policy

(You and work version)

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Work related stress

1. Introduction

- 1.1 Here at Luton Council we are committed to your wellbeing and part of that is managing work related stress.
- 1.2 The council aims at all times to encourage a positive and safe working environment for the whole of its workforce, not only to meet its legal obligation and duty of care, but to contribute to your physical and mental health and emotional wellbeing.
- 1.3 The council recognises that harmful stress may exist within the workplace and is committed to protecting you from the negative effects of such stress by taking all reasonable steps to make sure that your health isn't put at risk because of too much pressure or excessive demands at work.

2. Purpose

- 2.1 The purpose of this policy is to:
 - Support and equip you and your line managers with a frame work and tools to positively manage stress at work.
 - Set out the actions that you and your manager are expected to take to prevent, identify and reduce harmful stress at work
 - Encourage you to talk about work-related stress, giving you the confidence that you will be provided with a working environment where you feel able to declare your feelings of stress, without fear of reprisal and censure
 - Let you know that you will be supported in dealing with the effects of harmful stress, what we can do to support you, and to give you information on where you can go for further help

3. Scope

- 3.1 This policy applies to all employees irrespective of their role within the council. However, it does not apply to employees in schools on delegated budgets for whom there are alternative procedures.

4. Our commitments

- 4.1 We are committed to taking all reasonable steps to make sure that your health isn't put at risk because of too much pressure or excessive demands at work. So we'll work to try to prevent harmful stress by ensuring that:
 - You have clarity of your job role and clear direction
 - Your workload is reasonable
 - You don't need to work excessive hours to get your job done
 - You are given the training you need to do your job effectively
 - You are provided with the tools and the support to do your job effectively including when working remotely
 - Your manager lets you know what's going on, especially when things might be changing

- Stress related matters are addressed during regular check-ins with your line manager
- We are compassionate and sympathetic to individual circumstances whilst balancing the needs of the council when considering your working environment and the new ways of working
- There is increased awareness of identifying signs of stress (see sections 6 and 7 and the individual stress risk assessment at [appendix 1](#))
- If you tell us you're experiencing symptoms of stress, we'll take this seriously and will work with you to identify the cause(s) of your stress and develop a joint action plan with you via a managers stress risk assessment ([appendix 2](#)). We can then take actions to reduce the workplace stressors, (whether this be office, community or home based) and resolve the issues as far as possible and/or signpost you to other sources of support
- We provide a supporting framework for staff to aid the recovery of people suffering from harmful stress
- We treat any issues of bullying and harassment seriously, as we know this can be a cause of stress. If you feel that you are experiencing this then please refer to our Unfair discrimination, harassment and bullying procedure

5. Definition of stress

- 5.1 Luton Council supports the [Health and Safety Executive's](#) current definition of work related stress as “The adverse reaction people have to excessive pressure or other types of demand placed on them.”
- 5.2 Stress is not an illness but a reaction to pressure, which can lead to an illness. Positive pressure at work can be healthy; it can help our adrenaline flow, keeping us alert and active.
- 5.3 Harmful stress is defined as an unwanted, unproductive set of feelings, thoughts and behaviours.

6. Who is responsible for preventing and managing work related stress?

- 6.1 Everyone. It is part of our core values. We expect everyone to respect, value and care for themselves and every other person they work with.
- 6.2 Senior management have ultimate responsibility. They are the strategists and leaders, accountable for the policies, plans and overarching systems that everyone works within.
- 6.3 Managers and supervisors are responsible for turning policies and plans into action, managing work systems and resources.

7. Preventative measures

- 7.1 Identification and management of stress within teams

As part of the council's overall health and safety obligations, line managers are required to complete a general job related risk assessment for all roles within their area of responsibility which should be reviewed annually.

This risk assessment should pick up all risks associated with the job role including stress, and identify risk controls to help mitigate/reduce the risk should it be identified. Any queries on these risk assessments should be directed to DL-LBCCorporateHealthAndSafety@luton.gov.uk

Separately, line managers should be alert to signs of stress within their teams (see section 8). This might come from a change in team dynamics, show up in team/departmental meetings, or be picked up from general conversations or regular catch ups with individual employees.

7.2 Raising the profile

Discussions about work related stress and employee wellbeing should be the norm and form part of regular work discussions such as 1 to 1's, supervisions and check-in's. Regular dialogue is important in identifying potential stress particularly if you manage individuals who regularly work remotely.

8. Identifying signs of stress - managers

- 8.1 There are different signs of stress that managers should be aware of, both team related stress and individual employee stress.
- 8.2 Individuals and line managers acting early can reduce the impact of pressure and make it easier to reduce or remove the causes of stress and the overwhelming unwanted feelings related to stress.
- 8.3 The following are potential signs of stress within teams that could be demonstrated by an individual or a number of staff.
 - arguments
 - higher staff turnover
 - more reports of stress
 - more sickness absence
 - decreased performance
 - more complaints and grievance
- 8.4 Potential signs of stress in employees:

A change in the way someone acts can be a sign of stress, for example they may:

- take more time off than usual
- arrive for work later regularly without reasons
- be more twitchy or nervous
- fly off the handle or be snappy
- be withdrawn from others
- unable to do the work as they normally do i.e. missing deadlines or below usual standard
- Lack of concentration/ unable to focus on tasks or work

A change in the way someone thinks or feels can also be a sign of stress, for example:

- mood swings

- loss of motivation, commitment and confidence
 - increased emotional reactions – being more tearful, sensitive or aggressive
- The lists are not exhaustive and it does not mean that if one of the above applies it is necessarily related to stress but further investigation may be warranted.

8.5 Regular dialogue is important in identifying potential stress particularly if you manage individuals who regularly work remotely.

9. Identifying your own stress - employee

- 9.1 You may want to complete the individual stress risk assessment ([appendix 1](#)) to identify if you are suffering with stress and also to try and help identify what the causes may be. You can then use this just for you, or to inform any discussions that you may have with your manager or other support.
- 9.2 If you're experiencing stress, we want you to tell us so we can support you to reduce the causes & effects. Stress can happen to anyone so please don't be embarrassed or think you will be judged. We know that it can affect people differently. We encourage you to talk to your manager in the first instance as they are the most likely to be able to help and support you. However, if you feel for whatever reason that this is not possible, there are other routes available to you (section 11).
- 9.3 You may find it difficult to identify or you may notice changes if you are stressed for example in the way you think or feel, for example:
- feeling negative
 - being indecisive
 - feeling isolated
 - feeling nervous
 - being unable to concentrate

Or you may act differently, for example:

- eat more or less than usual
 - smoke, drink alcohol or take drugs 'to cope'
 - have difficulty in sleeping
- 9.4 If you recognise any of the above and feel that you may be suffering from stress you should speak to your manager. This can be done either face to face or remotely, or you can mention it at your one to one or check-in, whatever works for you. We know that stress isn't always work-related, but we'll try to support you with things going on outside of work as well.
- 9.5 Many employees are unwilling to talk about stress at work, due to the stigma attached to it. But remember stress is not a sign of weakness, and can happen to anyone at any time.

10. Stress risk assessment

- 10.1 If you tell us that you feel that we have not met our commitments to you and that you are feeling excessive pressure from work or that you are feeling stressed for any reason, talk to your manager as both of you may be able to identify what could be causing your stress.

10.2 Your manager may invite you to complete an individual stress risk assessment ([appendix 1](#)) which can act as a guide to help both of you understand what is causing the problem and what support could be put into place to reduce the stress to you.

Whether or not you choose to complete the individual form, your manager will have a discussion with you and you will jointly complete the managers stress risk assessment ([appendix 2](#)).

At the end of this discussion there should be a joint understanding of the cause of the problem and an agreed written action plan to support you. This may result in making temporary or permanent adjustments that are needed to your work or your working environment or in changing something else that will help you.

10.3 Where appropriate any adjustments to your work or your working environment will be reviewed to ensure that they have had the required impact on reducing your stress levels

11. Stress and formal processes

11.1 If you're involved in a formal process at work, for example grievance or disciplinary, we appreciate how stressful this can be. We will try to help by progressing the process as quickly as possible, in line with our procedures

12. Internal support to help manage work related stress

12.1 Alternative route for raising issues

Your manager is the best person to speak to as they are best able to understand your work situation and to work with you to mitigate any stress. If you don't feel able to talk directly to your manager about a work related concerns you can ask a colleague or a TU rep to raise the issue with your manager on your behalf and support you through the process. Alternatively you can speak to the next level manager (your manager's manager).

12.2 Occupational Health

Following discussions with you, your manager may refer you to occupational health particularly if your stress has an adverse effect on your attendance at work.

12.3 Training

The Workforce & Organisation Development team can advise you on learning and development solutions that may help you to manage your stress.

There are a number of skills based courses which could contribute to reducing stress, and the following specific stress management courses are available:

- Managing your staff's stress
- Managing your own stress

The Workforce & Organisational Development team can be contacted on 01582 547744

12.4 Trade Unions

The trade unions have a long history of supporting union members who are experiencing work related problems and/or who are involved in formal procedures which may be

impacting on your stress at work. More details of how to contact them is included on the Trade unions webpage.

12.5 Health and Safety

If you have any concerns with regards to Health and Safety or need support to carry out Risk Assessments, DSE & Agile working assessments or carrying out workplace inspections you should contact the Corporate Health and Safety Team.

Other stress, mental health and wellbeing

13. Stress outside of work

- 13.1 We know that stress isn't always work-related, but we'll try to support you with things going on outside of work as well. So, if your stress is being caused, or affected by things going on outside work, this policy and the support it provides is open to you even if the root cause of your stress is non work related.

We therefore encourage you to seek assistance via your manager who can support you in many ways as set out in this policy. Your manager will be aware of any internal support that might be available to you (eg time off) and might suggest that you speak to a counsellor or adviser through our Employee Assistance Programme to get some help, support and advice about family, financial or legal stressors.

There is also a wealth of employee wellness information available on the Council intranet. If you cannot access this directly you can either request hard copy print outs of relevant material or make arrangements via your manager to obtain a log on and access this during work time via a terminal within your work location. Your manager may also encourage you to go to your GP for support, if you haven't already.

14. Stress and mental health

- 14.1 While stress isn't actually a medical condition in itself, we know it can be closely linked to mental health conditions such as depression and anxiety. For more information about support for colleagues please see the employee wellness pages on mental health. If you do not have easy access to the council intranet, speak to your manager who can arrange for you to access this support during work time.
- 14.2 There are a number of webinars and workshops available which may also help.

15. Where to find further support

15.1 Employee wellness

On the intranet page you will find help, advice and support for your mental, emotional and physical health. If you are unable to access this directly please ask your manager to help you.

15.2 External Employee Assistance Programme (EAP)

If you need further support remember we have our employee assistance programme which is free for you to use, independent and totally confidential. No concern is too small or too large - contact the service about personal, family or work issues.

You can contact the EAP on 0808 1962016

WhatsApp: text 'Hi' to 00353 87 369 0010

Or Register online at [Spectrum Life](#) to find out more information about the service and to get access to hours of additional wellbeing content.

Organisation code: LUTON

15.3 Alcohol, drugs and solvent misuse

We understand that drinking and drug taking can be increased in times of stress. If you recognise this to be the case we can sign post you to get the help you need. Details of how to seek help from the council and the external help and support available to you is set out within the Alcohol, drugs and solvent misuse procedure.

15.4 Other sources of support

[MIND](#) - call: 0300 123 3393

[Stress Management Society](#) – gives information about stress and tips on how to cope

This policy has been developed to support all employees no matter what level. No one should suffer in silence, therefore if you are under pressure and the strain is becoming too much please seek support.

Appendix 1 - Individual stress risk assessment (employee to complete)

This risk assessment is based around the 6 main risk factors for work related stress as defined by the Health and Safety Executive (HSE). It will help you to identify sources of work-related stress and create an action plan to enable you to better manage your stress and for your line manager, where requested, to support you with this.

Individual stress risk assessment	(Individual to complete*)
<p>Notes to employee:</p> <ul style="list-style-type: none">• You are invited* to use this form to help you to identify and deal with work-related stress. If you choose to use this form, you're not obliged to share its contents with anybody, however it may help if you share this form (or parts of it) with your manager; if they don't know there is a problem they can't help.• You don't have to answer every question, only answer those questions that you find helpful.	
<p>*Even if you choose to fill out this form, you're not obliged to show it to anybody – it's your choice!</p>	
<p>Notes to manager:</p> <ul style="list-style-type: none">• You should offer* your staff the opportunity to complete this form: -<ul style="list-style-type: none">○ When a member of your team has been off sick with work-related stress (as part of the return to work interview).○ When an individual tells you they are suffering from work-related stress;• You can give this questionnaire out as a survey and collate responses, or use it as a guide during a meeting with an individual or a team – use your judgement about what approach might work best for you and your employees.	
<p>*Please note: employees are not obliged to complete this form; it should always be their choice!</p>	

Individual stress risk assessment (employee to complete)

Name of employee:	Click or tap here to enter text.	Job title of employee:	Click or tap here to enter text.
Section / Department:	Click or tap here to enter text.	Name and title of line manager:	Click or tap here to enter text.
Date of assessment	Click or tap to enter a date.		

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

How you should feel:

- You are able to cope with the demands of your job.
- You are provided with achievable demands in relation to the hours you work.
- Your skills and abilities are matched to the demands of your job.

Question	Employee's thoughts	Possible actions to discuss with line manager
Do you feel you have just the right amount and variety of work to do? If 'no', could you expand on this; is there too much / too little and is it always or just sometimes? What would help to make the answer a 'yes'?	Click or tap here to enter text.	Click or tap here to enter text.
What training, if any, would help you to do your job? Training does not have to be courses, consider working with colleagues, acting up, projects, reading/research, coaching/mentoring, and networking.	Click or tap here to enter text.	Click or tap here to enter text.
Are there any problems with your work environment? If 'yes', please describe.	Click or tap here to enter text.	Click or tap here to enter text.

2. Control: How much say you have in the way you do your work		
How you should feel:		
<ul style="list-style-type: none"> You are involved in the way your work is organised and undertaken, e.g. through regular meetings, one-to-ones, performance reviews. You have regular opportunities for discussion and input at the start of projects or new pieces of work. You are encouraged to use your skills and initiative to do your work. You are encouraged to develop new skills and undertake new and challenging pieces of work. 		
Question	Employee's thoughts	Possible actions to discuss with line manager
How could you have more say about how your job is done on a weekly basis?	Click or tap here to enter text.	Click or tap here to enter text.
How could you be more included in decision-making in the team?	Click or tap here to enter text.	Click or tap here to enter text.
Do you take the breaks you are entitled to at work? If not, please explain why. What could you do to ensure you take breaks? What could your manager do to support you to do that?	Click or tap here to enter text.	Click or tap here to enter text.
Do you feel you have the opportunities and time to work on professional development or to develop new skills? If 'no', please suggest how this could be improved.	Click or tap here to enter text.	Click or tap here to enter text.

3. Support: This includes the encouragement and resources provided by the council, your manager and your colleagues

How you should feel:

- You receive information and support from other employees and your managers.
- The council has systems in place to enable and encourage managers to support their employees and for employees to support one another.
- You know what support is available and how to access it.
- You know how to access the resources you need.
- You receive regular and constructive feedback.

Question	Employee's thoughts	Possible actions to discuss with line manager
How could your line manager better support you to do your job? For example, do you need clearer priorities? Or do you need fewer meetings?	Click or tap here to enter text.	Click or tap here to enter text.
How could your colleagues better support you to do your job? Do you all understand each other's role?	Click or tap here to enter text.	Click or tap here to enter text.
Are there any parts of your job that you find especially difficult? (eg dealing with customers with increased risk of violence and aggression)? If 'yes', please think about what coping mechanisms you currently use. Please suggest ways this could be improved.	Click or tap here to enter text.	Click or tap here to enter text.
Do you have regular feedback on your performance from your manager?	Click or tap here to enter text.	Click or tap here to enter text.

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

How you should feel:

- You are not subjected to unacceptable behaviours such as bullying or harassment at work.
- The council promotes positive behaviours at work.
- The council has agreed policies and procedures to prevent or resolve unacceptable behaviour.
- The council has systems in place to enable and encourage managers to deal with unacceptable behaviour.
- The council has systems in place to enable and encourage staff to report unacceptable behaviour.

Question	Employee's thoughts	Possible actions to discuss with line manager
Are working relationships in your team good? If not, How could cooperation and/or collaboration among/between team members be improved?	Click or tap here to enter text.	Click or tap here to enter text.
Do you feel that you are experiencing conflict or bullying at work? If 'yes', please describe what and how this might be resolved.	Click or tap here to enter text.	Click or tap here to enter text.

5. Role: Ensuring that your role is clear and that you do not have conflicting job demands

How you should feel:

- You should understand your role and responsibilities.
- You should have a current job description.
- The requirements the council places on you are clear.

Question	Employee's thoughts	Possible actions to discuss with line manager
Are you clear about your roles and responsibilities at work? If not, please explain.	Click or tap here to enter text.	Click or tap here to enter text.
Do you feel there is any ambiguity or confusion (role conflict) in your role? If 'Yes' please describe.	Click or tap here to enter text.	Click or tap here to enter text.

6. Change: How organisational change is managed and communicated

How you should feel:

- The council provides you with timely information to enable you to understand the reasons for proposed changes.
- You are consulted on changes which affect your role and provided with opportunities to influence proposals.
- You are aware of the probable impact and timescales for any changes and, if necessary, are given training to support any changes to your role.

Question	Employee's thoughts	Possible actions to discuss with line manager
How could your line manager better support you during change at work?	Click or tap here to enter text.	Click or tap here to enter text.
How could the council better support you during change at work?	Click or tap here to enter text.	Click or tap here to enter text.

Appendix 2 - 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>