



WELLBEING POLICY

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KEY ACTION POINTS

- Monitor and assess the risk from work related stress in your work area.
- Use good people management techniques to minimise stressors.
- Take prompt, sensitive action to recognise and tackle stress at an early stage.
- Undertake and record a stress risk assessment

1 DEFINITION

1.1 *Stress* is an adverse reaction people have to excessive pressure or other types of demand placed on them.

2 INTRODUCTION

2.1 In general work has a beneficial effect on employees' health and wellbeing. As in other organisations, however, there are some aspects of work that are well known causes of stress and some jobs undertaken by employees are inherently difficult and demanding.

2.2 Whether someone is made ill as the result of the stress they are under depends very much on how much control they perceive that they have over the situation that they find themselves in.

2.3 In the course of a lifetime there are inevitably stressful events that are not work related such as the death of a loved one, change of job or house, money worries, relationship difficulties etc.

2.4 Work related stress can impact on an employee's personal relationships and family life which in turn could affect work performance.

2.5 Just one person being off sick in a team is likely to increase the pressures on everyone else who are trying to cope with an increased workload as a result.

3 STATEMENT OF COMMITMENT

3.1 Telford & Wrekin Council and Haughton school recognises that stress is a health issue.

3.2 The Council recognises that the HSE (Health and Safety Executive) stress management standards are desirable and will work towards achieving these.

3.3 The Council will assess the risks to health from work related stress and where reasonably practicable control this wherever effective means to do so can be identified.

3.4 The Council will also provide support to those suffering from stress related illness whatever the cause. The support aims to help employees to return to full health and productivity and wherever possible remain in work.

4 STRESS PREVENTION - THE STANDARD TO AIM FOR

4.1 The HSE have set nationally recognised standards for stress management that the Council will work towards. The descriptions in each of the standards shown as '*What should be happening/states to be achieved*' define a desirable set of conditions to work towards. These fall under six headings as follows:

4.2 Demands

This includes issues like workload, work patterns, and the work environment.

The standard is that:

- Employees indicate that they are able to cope with the demands of their jobs; and
- Systems are in place locally to respond to any individual concerns.

What should be happening / states to be achieved:

- The organisation provides employees with adequate and achievable demands in relation to the agreed hours of work
- People's skills and abilities are matched to the job demands;
- Jobs are designed to be within the capabilities of employees; and
- Employees' concerns about their work environment are addressed.

4.3 Control

This is about how much say the person has in the way they do their work.

The standard is that:

- Employees indicate that they are able to have a say about the way they do their work; and
- Systems are in place locally to respond to any individual concerns.

What should be happening / states to be achieved:

- Where possible, employees have control over their pace of work;
- Employees are encouraged to use their skills and initiative to do their work;

- Where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work;
- Employees have a say over when breaks can be taken; and
- Employees are consulted over their work patterns.

4.4 Support

This includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.

The standard is that:

- Employees indicate that they receive adequate information and support from their colleagues and superiors; and
- Systems are in place locally to respond to any individual concerns.

What should be happening / states to be achieved:

- The organisation has policies and procedures to adequately support employees;
- Systems are in place to enable and encourage managers to support their staff;
- Systems are in place to enable and encourage employees to support their colleagues;
- Employees know what support is available and how and when to access it;
- Employees know how to access the required resources to do their job; and
- Employees receive regular and constructive feedback.

4.5 Relationships

This includes promoting positive working to avoid conflict and dealing with unacceptable behaviour

The standard is that:

- Employees indicate that they are not subjected to unacceptable behaviors, e.g. bullying at work; and
- Systems are in place locally to respond to any individual concerns.

What should be happening / states to be achieved:

- The organisation promotes positive behaviours at work to avoid conflict and ensure fairness;
- Employees share information relevant to their work;
- The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour;
- Systems are in place to enable and encourage managers to deal with unacceptable behaviour; and
- Systems are in place to enable and encourage employees to report unacceptable behaviour

4.6 Role

This is about whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles.

The standard is that:

- Employees indicate that they understand their role and responsibilities; and
- Systems are in place locally to respond to any individual concerns.

What should be happening / states to be achieved:

- The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible;
- The organisation provides information to enable employees to understand their role and responsibilities;

- The organisation ensures that, as far as possible, the requirements it places upon employees are clear; and
- Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.

4.7 Change

This is about how organisational change (large or small) is managed and communicated in the organisation.

The standard is that:

- Employees indicate that the organisation engages them frequently when undergoing an organisational change; and
- Systems are in place locally to respond to any individual concerns.

What should be happening/ states to be achieved:

- The organisation provides employees with timely information to enable them to understand the reasons for proposed changes;
- The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals;
- Employees are aware of the probable impact of any changes to their jobs. If necessary, employees are given training to support any changes in their jobs;
- Employees are aware of timetables for changes;
- Employees have access to relevant support during changes.

5 STRESS PREVENTION – EMPLOYEE RESPONSIBILITIES

5.1 As employees we all have a legal duty to care for our own and other's health and safety at work. We can do this by:

- Understanding and recognising the signs of stress in ourselves and others.
- Taking up the training available and putting it into practice.
- Being sensitive and supportive to our colleagues.
- Taking personal responsibility in managing our own stress (e.g. taking regular exercise, using leave entitlement, ensuring that we actively include positive interludes in what might otherwise be a negative day, making use of the support available at an early stage etc)
- Not being a cause of another's stress.

6 STRESS PREVENTION – MANAGERS' RESPONSIBILITIES

6.1 Managers have additional responsibilities to prevent and manage stress. Stress management has no "secret ingredient"; it is basic good people management, treating everyone with respect and dignity, as a human being.

It includes the following:

6.2 Assessment for a Service area/team:

6.2.1 As with any other risk to health and safety there is a legal requirement to assess the risk from stress at work to establish to what extent it exists and whether further measures are needed to prevent or reduce it.

6.2.2 To assess the risk of work related stress in the service area/team the first step is to gather information. This can come from various sources e.g. sickness absence records, feedback from employees or from a team stress audit.

6.2.3 If it is decided to carry out a team stress audit this proposal should be discussed with the employees concerned and their union representatives to explain the purpose behind it and the need for their co-operation as for dealing with any other health and safety matter.

6.2.4 The questionnaire in the appendix 1 can be used to carry out a team stress audit. There is useful guidance on how to use this downloadable form <http://www.hse.gov.uk/stress/standards/downloads.htm>

6.2.5 The advantage of using the standard questionnaire is that much of the analysis is automated and enables comparison with the national standard and across organisations. The questionnaire can also be used individually to give structure to a discussion of stress issues during supervision or employee development sessions where employees are happy to do this, but there is also an individual stress audit if a single employee requires one. (See 6.7 Management of a Stressed Employee)

6.2.6 If the questions on the standard survey do not meet the needs of your Service area/teams needs then tailored surveys can be devised. Internal Health and Safety can advise on different designs.

6.2.7 Given the sensitive nature of the subject, some groups of employees will no doubt wish for the audit to be done completely confidentially without their manager seeing individual replies.

6.2.8 Compare the standard being achieved with that expected by the nationally accepted HSE management standards (see section 4) Use the analysis tool that can be downloaded from <http://www.hse.gov.uk/stress/standards/pdfs/analysistool.xls>

6.2.9 Use the data from the HSE indicator and analysis tools to define the gap between where you are now and where you want to get to. The analysis tool will provide a set of data on your performance on each of the six standard areas. Also provided are representative data on current performance in the UK workforce. You will probably find that you are good on some things and less good on others.

6.2.10 To determine what is happening locally within teams, together with any existing data you may have (for example, on sickness absence or staff turnover), you may want to conduct focused group discussions with employees to determine what is happening locally and what should be done to close the gap.

6.2.11 Decide on, record and implement measures that can be taken to control these risks.

6.2.12 Review these risks on a regular basis, particularly if there are significant changes or concerns are raised.

6.2.13 Repeat the exercise on an annual basis to monitor progress over time.

6.3 The work

Arrange work so that there is:

- Clarity and realism about objectives, workloads, targets and deadlines.
- Advance planning to take account of periodic increases in workload.
- Systematic approach to planning and time management.
- Improve the work environment and equipment where possible.
- Practical job design giving employees as much control as possible over the way they work.

6.4 Personal skills

Develop your personal skills:

- Set a good personal example.
- Be consistent yet flexible with fairness but without tolerating poor performance.
- Don't bully.
- Be approachable, a good listener and non-judgemental.
- Provide an alternative mentor where this is indicated by an employee's reluctance to talk to you.

6.5 Development:

Organise employees' development:

- Manage resources to facilitate appropriate training and development, to include training on dealing with stress. Encourage the use of, and allow time to implement the skills acquired.
- Provide regular supervision/ staff development sessions at which work place stressors are discussed to allow timely and suitable support to be provided. It would be appropriate to use the questionnaire to focus attention on specific issues.

6.6 Communication:

- Ensure good two-way communication, use team meetings to problem solve.
- Manage change effectively, closely involving employees at every stage.
- Give prompt, positive feedback, recognise and reward good performance even if it is only by means of a "thank you". Celebrate success and promote fun.
- Advertise the support available (including the sources listed in section 10).
- Keep employees well informed about proposed changes even if there is nothing to report as otherwise this can often be seen as "hiding something".

6.7 Management of an Individual stressed employee

6.7.1 Action must be taken promptly but sensitively once it is known that an employee is suffering from stress. Problems left untackled escalate.

6.7.2 Consider undertaking an Individual Employee Stress Audit – **see appendix 2**

6.7.2 If any employee reports work related stress problems or the results of the Individual Employee Stress Audits indicate you need to take action to resolve the problem as far as is reasonably practical. Document action taken and use the review form in appendix 3.

6.7.3 Supportive non-judgmental attitude to employees suffering or recovering from stress.

6.7.4 Take all reasonable steps so that any employee returning to work after absence due to work related stress is not exposed to the same levels or nature of stress that caused the illness.

6.7.5 Refer the employee to Occupational Health and make use of the other support available e.g. the employee counselling service.

6.7.6 Arrange a realistic, structured return to work rehabilitation plan for employees recovering from stress using a flexible and sensitive approach.

7.0 STRESS PREVENTION - SENIOR MANAGEMENT

7.1 In addition to the responsibilities held by all managers, senior management have a duty to consider the consequences of proposed changes to strategy or policy. The available resources must be managed to allow change to happen without causing undue stress to employees at any level.

- 7.2 The business planning process should be used to help identify priorities and enable resources to be used to best effect not only for the customer but also for the employees providing the service.
- 7.3 It is important that senior management make a public and sincere commitment to managing stress that is then translated into action and carried through in all their decisions.
- 7.4 Senior management should ensure that they themselves and their employees, especially managers, are properly trained in people management skills.
- 7.5 Senior managers have a role to play in recognising and rewarding the successes of employees. Direct congratulation of success to the individual concerned by the Headteacher, line manager or Senior Management Team Member has significant positive impact.
- 7.6 Making the time to be visible to their employers sends out a powerful message from senior managers that they value their staff as people.

8.0 STRESS PREVENTION – SOURCES OF HELP

- 8.1 Help and support to prevent stress can be obtained from a number of sources within Telford & Wrekin Council.
- 8.2 OLLIE runs courses on stress awareness and resilience.
- 8.3 Human Resources Officers have a wealth of experience in dealing with people issues that can cause stress. Involve and consult them in any strategy to reduce work related stress. Human Resource Officers will monitor the levels of sickness absence in each section that is attributable to stress to ensure that stress management strategies are effective.
- 8.4 Telford and Wrekin Council endorse the Five Ways to Wellbeing principles – they are a set of evidence-based actions which, when included regularly into our lives, can improve our wellbeing. They are: Connect, Be Active, Take Notice, Keep Learning and Give. These activities are simple things anyone of any age can do in their everyday lives.
- 8.5 The policy on Dignity at Work sets out clearly the procedures to be followed if bullying is alleged.
- 8.6 The Personal Safety Policy gives practical advice on avoiding violent or aggressive situations and the procedures to follow if they do arise.
- 8.7 The Substance Misuse Policy can assist with recognising and dealing with drug and alcohol related problems.
- 8.8 The Domestic Violence Policy gives practical advice and useful contacts.
- 8.9 The Internal Health and Safety Team can give confidential support and advice on stress issues and can also advise on health and safety issues that can lead to stress if not controlled. Consult them early on proposed changes to work environment, work equipment or work practices.
- The team can also offer some support to design and carry out stress audits for individuals or teams and assist with facilitating the feedback from these.
- 8.10 The Council provides a wide range of exercise and leisure facilities which employees should be encouraged to use. For details of what is available contact any of the Council's leisure facilities.

8.11 There are many organisations that can help in particular situations e.g. Gingerbread (for single parents), Cruse (for the bereaved), Relate (for those experiencing relationship difficulties), Axis (for adults who were abused as children).

9.0 STRESS MANAGEMENT – RECOGNISING THE SYMPTOMS

9.1 However well the causes of work related stress are managed it is inevitable that employees from time to time will suffer from stress. One of the first steps in managing stress is being able to recognise it either in yourself or others.

9.2 The key things to watch out for are changes in behaviour that continue for more than a few days such as:

In the individual:

- Mood changes
- Irritability
- Aggressiveness
- Poor memory and concentration
- Difficulty in sleeping
- Panic attacks and anxiety
- Increased alcohol or tobacco consumption

In their work:

- Increased sickness absences (especially frequent short term absences)
- Loss of motivation and commitment
- Erratic or poor timekeeping
- Working longer hours but to little effect
- Reduced work output
- Increased errors
- Poor decision making
- Deteriorating planning and control
- Tension and conflict with others
- Poor relationships with clients
- Increase in discipline problems.

9.3 HEALTH EFFECTS

9.3.1 Stress has real physical effects such as:

- Headaches
- Aching neck and shoulders
- Raised blood pressure
- Digestive problems
- Lowered resistance to infection

9.3.2 Most of these effects are short lived and cause no lasting harm. When the pressure is removed there is a quick return to normal.

9.3.3 If, however, pressures are intense and continue for some time, the effects of stress are more sustained and can contribute to longer term physical and mental health problems such as:

- High blood pressure
- Heart disease
- Anxiety / panic attacks
- Depression
- Digestive disorders
- Musculoskeletal problems
- Accidents

10.0 STRESS MANAGEMENT - SUPPORT AVAILABLE

10.1 To many people stress is a sensitive and embarrassing issue as some people still persist in seeing it as a sign of weakness rather than as a physiological reaction. Confidential support is available to any employee who feels they are suffering from stress.

10.2 In the first instance it is important for the employee to talk to someone they feel comfortable with about the problems they are experiencing. This could be a colleague, occupational health advisor or trade union representative. If the employee feels able to, they should talk to their manager, team leader or HR officer who should be able to offer suitable support (e.g. change in work arrangements, counselling, referral to other agencies etc).

10.3 Any employee can contact Gill Bowie from Occupational Health on 01952 383630 or by email for advice and support in identifying a way forward. All calls remain strictly confidential and nothing is divulged to anyone without the employee's permission unless another person's health and safety would otherwise be endangered.

10.4 The employee counselling team is a team of professional counsellors who have helped many employees come to terms with and recover from the stress from which they are suffering. Most employees using the service manage to remain at work. The service is free to the individual using it. Leaflets advertising the service should be readily available to all.

11. MANAGING THE RETURN TO WORK

11.1 It is vital that an employee's return to work after a work related stress absence is managed effectively. There have been a number of high profile legal cases resulting in large compensation payments being made to employees of other organisations who have suffered ill health as a result of work related stress then returned to the same situation that caused the problem in the first place and have had to give up employment as a result.

11.2 Identifying the particular aspects of the work situation that have caused the stress is the first step and needs to be done in conjunction with the employee, Human Resources Officer and Occupational Health.

11.3 Once the causes of stress have been identified actions can be taken to reduce or avoid these. Various options may need to be considered:

- change in working hours or pattern of work
- reducing responsibilities
- avoiding the need to deal with challenging behaviour, either in the short term or permanently
- improved communication and support
- change in workload or the nature of the job
- redeployment

Whatever is decided upon needs to be looked at in the context of the whole team to ensure that it is equitable and not just going to cause stress to others.

11.4 Returning to full health and productivity can be a lengthy process and a phased return to work may be needed with regular reviews of the progress being made.

11.5 Once an employee informs their manager or team leader that they believe that they are suffering from work related stress it is important that records are kept of the actions taken.

12.0 POST TRAUMATIC STRESS DISORDER

12.1 Post traumatic stress disorder is a particular condition that can occur in individuals who witness at first hand or are involved in particularly horrific events involving actual or threatened death.

12.2 The individual will re-experience symptoms, often in the form of nightmares or flash-backs. Often the symptoms are so intolerable that the person tries to avoid situations that remind them of the original trauma. This can lead to shut down of emotional expression and social withdrawal. They may also be very much on edge, suffer insomnia and irritability because of the fear of going through the same experience again.

12.3 People do recover but it takes a long time.

12.4 Support and counselling must be offered.

12.5 Further guidance can be found in "Supporting the traumatised employee" available on the intranet.

13 REFERENCES

13.1 The HSE have a useful link <http://www.hse.gov.uk/stress/index.htm>

13.2 [Real Solutions, Real People](#) (ISBN 0 7176 2767 5) is a comprehensive pack designed to help employers identify risks associated with work-related stress and develop locally applicable solutions in partnership with workers. Available from [HSE Books](#) HSE Books, PO Box 1999, Sudbury, Suffolk, CO10 6FS (Tel 01787 881165).

13.3 Tackling stress the management standards approach
<http://www.hse.gov.uk/stress/standards/>

13.4 Take a look at the stress page on the intranet [Stress](#).

13.5 The OLLIE site has some useful modules [Elearning](#)

13.6 The Five Ways to Wellbeing page on the intranet have some useful ways to improve your wellbeing [FiveWaystoWellbeing](#)

13.7 There are many sources of help online, for example:

- www.mind.org.uk
- www.nhs.uk/conditions/stress-anxiety-depression
- www.anxietybc.com

Appendix 1

HSE INDICATOR TOOL FOR WORK RELATED STRESS **FOR USE WITHIN TEAMS/GROUPS**

Please complete the following by ticking the one box by each statement that best fits your view and return it to..... by.....

Service area	
Team	Job

NO	Statement	Never	Seldom	Sometimes	Often	Always
1	I am clear what is expected of me at work.	1	2	3	4	5
2	I can decide when to take a break.	1	2	3	4	5
3	Different groups at work demand things from me that are hard to combine.	5	4	3	2	1
4	I know how to go about getting my job done.	1	2	3	4	5
5	I am subject to personal harassment in the form of unkind words or behaviour.	5	4	3	2	1
6	I have unachievable deadlines.	5	4	3	2	1
7	If work gets difficult, my colleagues will help me.	1	2	3	4	5
8	I am given supportive feedback on the work I do.	1	2	3	4	5
9	I have to work very intensively.	5	4	3	2	1
10	I have a say in my own work speed.	1	2	3	4	5
11	I am clear what my duties and responsibilities are.	1	2	3	4	5
12	I have to neglect some tasks because I have too much to do.	5	4	3	2	1
13	I am clear about the goals and objectives for my Department.	1	2	3	4	5
14	There is friction or anger between colleagues.	5	4	3	2	1
15	I have a choice in deciding how I do my work.	1	2	3	4	5
16	I am unable to take sufficient breaks.	5	4	3	2	1

NO	Statement	Never	Seldom	Sometimes	Often	Always
17	I understand how my work fits into the overall aim of the organisation.	1	2	3	4	5
18	I am pressured to work long hours.	5	4	3	2	1
19	I have a choice in deciding what I do at work.	1	2	3	4	5
20	I have to work very fast.	5	4	3	2	1
21	I am subject to bullying at work.	5	4	3	2	1
22	I have unrealistic time pressures.	5	4	3	2	1
23	I can rely on my line manager to help me out with a work problem.	1	2	3	4	5
24	I get help and support I need from colleagues.	1	2	3	4	5
25	I have some say over the way I work.	1	2	3	4	5
26	I have sufficient opportunities to question managers about change at work.	1	2	3	4	5
27	I receive the respect at work I deserve from my Colleagues.	1	2	3	4	5
28	Staff are always consulted about change.	1	2	3	4	5
29	I can talk to my line manager about something that has upset or annoyed me about work.	1	2	3	4	5
30	My working time can be flexible.	1	2	3	4	5
31	My colleagues are willing to listen to my work-related problems.	1	2	3	4	5
32	When changes are made at work, I am clear how they will work out in practice	1	2	3	4	5
33	I am supported through emotionally demanding work.	1	2	3	4	5
34	Relationships at work are strained.	5	4	3	2	1
35	My line manager encourages me at work.	1	2	3	4	5

Any comments:

**Thank you for completing the questionnaire.
Appendix 2**

Reviewed 7/5/21

Individual Employee Stress Risk

Managers can use this form to record their findings of a stress risk assessment audit conducted for an **individual employee**. You will need to build in a series of review dates e.g. weekly/monthly, and complete the review form, to assess whether the actions taken have reduced/helped manage the level of stress experienced. Please include actions taken by both manager and individual employee.

You can refer to a list of possible stress risk factors for the categories below and include any sources of support offered by the organisation. Please ensure that actions taken are measurable.

What we will do with your Personal Information

Telford & Wrekin Council is collecting your personal information for the purpose of meeting the statutory requirement of the Health & Safety at Work etc Act 1974. Telford & Wrekin Council will not share any of your personal data collected with external organisations unless required to do so by law when your data may be shared with other organisations for example the Health and Safety Executive (HSE) or the council's insurers. For further details on the council's privacy arrangements please view the privacy page on the council's [Website Page](#)

RISK	ISSUES	ACTIONS	
		BY MANAGER	BY INDIVIDUAL
Job Demands			
Control/autonomy			
Relationships (within the job/personal)			
RISK	ISSUES	ACTIONS	

		BY MANAGER	BY INDIVIDUAL
Change			
Job Role			
Support/Training/ Individual Factors			
Personal factors			

Team member:		Manager:	
Date of assessment:		Review date:	

PLACE/SAVE ON THE EMPLOYEE'S PERSONAL FILE

Appendix 3

Individual Stress Audit Risk

Following the stress audit risk assessment, managers can use this form to review the effect of the actions taken for an individual employee. You will need to complete one of these forms for each review that you do.

Your review should concentrate on the actions taken and how these have achieved a reduction/management of the stress experienced by the individual employee. Include actions taken by both the manager and the individual employee.

DATA PROTECTION STATEMENT: The information contained in the completed form will be held and used in accordance with the provisions of the Data Protection Act 1998 and may be disclosed, where necessary, to comply with the organisation's legal obligations and responsibilities, where permitted by the Data Protection Act 1998.

REVIEW OF ACTIONS TAKEN	ANY FURTHER ACTION REQUIRED	
	BY MANAGER	BY INDIVIDUAL

Team member:		Manager:	
Date of assessment:		Review date:	

PLACE/SAVE ON THE EMPLOYEE'S PERSONAL FILE

Stress Risk Assessment for a Team/Role

This assessment is to be completed for a team so that an assessment can be made around what you as a manager are doing to manage work-related stress risk factors and to identify what further action can be taken. This is a **proactive** approach to the management of potential work-related stressors. Working through the form you will consider all of the six Health and Safety Executive's (HSE) management standards. The standards are intended to help employers meet their existing duties under health and safety legislation and to manage work related stressors through well-designed, organised and managed work.

When going through this form and considering the potential stressors, you may not have any concerns/issues for some of them within your team. Only document remedial action where it is required (i.e. against those significant risk areas that have been identified). You will also notice that some actions may overlap with other risk factor categories. You are therefore looking for the minimum number of actions that address the maximum number of issues.

- Step 1** Identify the target group(s) e.g. focus on those who do similar activities – either at team or role level. Also consider absence rates, issues that have been raised before e.g. in one-to-ones, supervision, appraisals and any incident statistics. If possible bring all employees in the target group together to take part in the process, otherwise a representative sample will do.
- Step 2** Work through process together and the manager should complete the form and identify what is currently happening now and discuss possible appropriate future actions (controls). The six factors can overlap so try to think of the job/function as a whole when completing. Use the detail within this form as a guide to facilitate discussion with the target group, ensuring that the prompts are used appropriately and related to the target group rather than directly from the form.
- Step 3** After discussion with the team, identify what actions are required and decide who is going to implement and when - actions can be for individuals, managers, or the whole team. Go for the minimum number of actions that address the maximum number of issues, and make sure you can evaluate their impact.
- Step 4** Manager to monitor and review the assessment at least annually, but also if circumstances change within the target group
- Step 5** Record it and retain a copy with the names of staff involved in the process - a signatory table has been included at the end of the assessment for this reason. A copy of this form should be kept locally and if necessary with other health and safety documentation.

Team Stress Risk Assessment

Team/ Job Role:		Manager:	
Date of assessment:		Review date:	

Initial discussion (use the following questions as a starting point to assist with the completion of this assessment – remember to consider the 6 factors as part of this discussion):

A. What's good about working here and what are we getting right?

B. What is causing you real pressure & stress at work (taking each risk factor category in turn)?

C. What practical, workable, solutions can you put forward that we can reasonably action?

D. Other comments/concerns/stressors raised?

Standard 1	ROLE – whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles <ul style="list-style-type: none"> • Employees indicate that they understand their role and responsibilities; and • Systems are in place locally to respond to any individual concerns. 			
Consider the nature of the role, clarity of role, conflict within the role, job descriptions, equipment required, new elements of the role.				
What should be happening?	What we do now	Action required	By who & By when	Date completed
Optional discussion prompts: Do the team members: <ul style="list-style-type: none"> • Understand their roles and responsibilities • understand their requirements compared to other team members in similar roles • know how to and feel able to raise concerns about any uncertainties or conflicts in their role 				

Standard 2	DEMANDS – includes issues like workload, work patterns and work environment <ul style="list-style-type: none"> • Employees indicate that they are able to cope with the demands of their jobs; and • Systems are in place locally to respond to any individual concerns 			
Consider nature of the work, customer base, partner working, working hours and pattern, workload, opening hours, lone working , dangerous environments, lighting, heating.				
What should be happening?	What we do now	Action required	By who & By when	Date completed
Optional discussion prompts: Are team members <ul style="list-style-type: none"> • provided with adequate and achievable demands in relation to agreed hours of work • work environment concerns are addressed/ controlled • roles and tasks are within employee capabilities • skills and abilities matched to the job demands 				

Standard 3	CONTROL – how much say the person has in the way they do their work <ul style="list-style-type: none"> • Employees indicate that they are able to have a say about the way they do their work; and • Systems are in place locally to respond to any individual concerns 			
Consider the level of autonomy within the role, customer demand, working patterns (i.e. shift patterns, flex time etc).				
What should be happening?	What we do now	Action required	By who & By when	Date completed
Optional discussion prompts: Do team members <ul style="list-style-type: none"> • have control over their pace of work, where possible • have control over how they do their job • have a say over when breaks can be taken where appropriate 				

Standard 4	RELATIONSHIPS – includes promoting positive working to avoid conflict and dealing with unacceptable behaviour <ul style="list-style-type: none"> • Employees indicate that they are not subjected to unpleasant/unacceptable behaviours e.g. bullying at work; and • Systems are in place locally to respond to any individual concerns 			
Consider team relationships, individual relationships, relationships with service users/partners/other organisations, awareness of support mechanisms and policies.				
What should be happening?	What we do now	Action required	By who & By when	Date completed
Optional discussion prompts: Are systems in place to: <ul style="list-style-type: none"> • enable and encourage employees to report unacceptable behaviour • encourage positive team behaviour at work to avoid conflict and ensure fairness • prevent or resolve unacceptable behaviour within the team • employees share relevant issues/information to the team 				

Standard 5	CHANGE –how organisational change (large or small) is managed and communicated in the organisation <ul style="list-style-type: none"> • Employees indicate that the organisation engages with them frequently when undergoing an organisational change; and • Systems are in place locally to respond to any individual concerns 			
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Consider size and nature of change (e.g. to work or organisational structure), impact on employees/service users/partners/other organisations. How this is communicated and supported?

What should be happening?	What we do now	Action required	By who & By when	Date completed
Optional discussion prompts: Are team members provided with: <ul style="list-style-type: none"> • timetables for change • information in a timely manner • consultation provided • opportunities to influence proposals (wherever appropriate) • reasons for proposed changes • probable impact of any changes to their jobs • support available to assist in any coping with any changes in their job role? e.g. training 				

Standard 6	SUPPORT – includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues <ul style="list-style-type: none"> • Employees indicate that they receive adequate information and support from their colleagues, managers and supervisors; and • Systems are in place locally to respond to any individual concerns 			
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Consider one to ones/supervision, appraisals, availability of and access to line management, partners and colleagues, learning/training support, mentoring, coaching, counselling.

What should be happening?	What we do now	Action required	By who & By when	Date completed
<p>Optional discussion prompts:</p> <p>Systems in place:</p> <ul style="list-style-type: none"> • for organisation and team policies and procedures to adequately support employees • to provide manager support (i.e. appraisals, supervision 1:1's) • to provide employee support to colleagues • so employees know what support is available and how/when to access it. • for employees to receive regular and constructive feedback • so employees know how to access the required resources to do their job 				

Name of Assessor/ Manager:	Signature:
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Name of Persons involved in the team/role for which the stress risk assessment applies	Signature	Date

Review Log

This form is to be used to record the review discussion with the team/role. Note below the date, actions taken and any further actions required. This will be signed off by the manager.

Date	Actions taken to date	Further actions	Signed and dated

Name of Reviewer/Manager:	Signature:
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