

# LBWF Health and Safety: Policy Guidance Note

## Reducing Workplace Stress & Increasing Resilience

<b>Date of Guidance:</b> 30/10/2019	<b>Review Date:</b> 10/2022
<b>Version:</b> 2	Policy created in new format in 2012 and Lunched 1 January 2013
<b>Version History:</b>	<b>Version Status including dates</b>
Draft 2.1	New introduction and revision of responsibilities, new Appendix on Management Competencies, Management action plan and risk assessment added July 2017
Draft 2.2	<b>Authors:</b> Ailsa Williams – Health and Safety Advisor & Dave Garioch – Head of Health and Safety <a href="mailto:Ailsa.williams@walthamforest.gov.uk">Ailsa.williams@walthamforest.gov.uk</a> , <a href="mailto:david.garioch@walthamforest.gov.uk">david.garioch@walthamforest.gov.uk</a> Updated to new policy format along with revised template risk assessment.

## 1. Introduction

The Health and Safety Executive (HSE) describes stress as ‘the adverse reaction people have to excessive pressure or other types of demands placed on them’. This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress which can be detrimental to health.

2. Stress can manifest itself in many different ways, these can be, depression, musculoskeletal pain, colds, flu, gastrointestinal problems and in more severe cases heart problems. Within work excessive pressure could come from the demands or extra demands set on an employee within their role (see guidance note 1). The council endeavours to reduce the risks of stress, so far as is reasonably practicable, through risk assessment, training and supervision.

## 3. Responsibilities

**Senior Managers** – As per Health and Safety Policy

## 4. Managers Responsibilities

Managers must ensure:

- a stress risk assessment is carried out for their team with appropriate controls in place to minimise stress
- where necessary, an individual staff risk assessment is completed, supported by the Action Plan for Managers (see guidance note ??);
- work is adapted to the individual, especially in terms of workplace and job design;
- regular one to ones and appraisals are undertaken monitor staff progress and development, along with providing positive feedback, which are recorded on Clearview;
- good communication between management and staff, particularly where there are organisational and procedural changes;
- tasks and roles are well defined with clear responsibilities and authority;
- staff are adequately trained to discharge their duties, including [Health and Safety Training](#) and, where practicable, are provided with meaningful developmental opportunities;
- workloads are monitored to prevent staff from becoming overloaded or under-utilised;
- working hours, overtime and flexible working patterns are monitored to prevent staff from overworking;
- holidays are monitor to confirm staff are taking their full entitlement;
- attendance at appropriate training/coaching/mentoring in [good management practice](#) and [health and safety](#) to meet the management standards (see guidance note ?);
- bullying and harassment is not tolerated within their team(s) and staff are made aware of the [Fairness at Work Procedures](#);
- additional support is offered to a member of staff experiencing stress outside work e.g. bereavement or separation (see guidance note 5 and 6);
- staff are encouraged to learn about stress and how to improve their resilience
- staff take regular breaks, along with promoting team work and healthy lifestyles (see guidance note 7)

## 5. Employee Responsibilities

Employees will:

- ensure their behaviour promotes good health and safety for themselves and those around them;
- participate and assist in the risk assessment process;
- notify their manager of any problems, or if pressure is becoming a problem likely to result in stress;
- actively participate in one to ones and the appraisal process;
- use team meetings to raise health and safety issues or concerns so these issues can be acted upon and recorded in the action notes of the meeting;
- attend appropriate training, e.g. “improving resilience and reducing stress” as identified through the appraisal process, including [health and safety training](#);
- use the self-analysis stress test where they feel stress may become a problem to help plan actions to reduce the potential for stress
- attend Occupational Health appointments to help identify appropriate actions to promote health and wellbeing.

## 6. Health and Safety Team (HST) Responsibilities:

HST will ensure:

- this policy is kept up-to-date with legislative changes and new guidance or is reviewed at least every three years;
- advice and guidance for team and individual work related stress risk assessments is provided including appropriate control measures;
- provide guidance and support to managers on this stress policy and managing stress
- appropriate training and assessment systems are accessible to managers and staff to meet the Council’s statutory obligations.

## 7. Human Resources (HR) Responsibilities:

HR will ensure;

- assistance is provided in monitoring the effectiveness of measures to address stress by collating sickness absence statistics and other HR metrics.
- continued support to managers and individuals in a changing environment and supporting referral to occupational health and counselling services where appropriate;
- policy and procedures on organisational development, management standards and good management practice are developed and promoted to managers and staff;
- Occupational Health and Employee Assistance Programmes are provided and promoted.

## 8. Occupational Health and Employee Assistance Services

[Occupational Health](#) and [Employee Assistance Services](#) will ensure;

- advice and guidance have been offered on request;
- assessments are provided for staff, referred via line management detailing reasonable adjustments, including details on phased return to work;
- a counselling service is available 24 hours a day 365 days a year, free-phone 0800 328 1437, see the [EAP page](#) on Forest Hub

## 9. Further Information

## Websites

Health & Safety Executive (HSE)  
Employee Assistance Provider  
(access code "LBWF")  
HSE (2009) – How to tackle work related stress  
HSE (2019) – Signs of Stress  
HSE (2018) – Talking Toolkit  
  
HSE - Tackling work-related stress using  
the Management Standards approach

## Contacts

<https://www.hse.gov.uk/stress/>  
<http://www.employeeassistance.org.uk/>  
<http://www.hse.gov.uk/pubns/indg430.pdf>  
<http://www.hse.gov.uk/stress/signs.htm>  
<https://www.hse.gov.uk/stress/assets/docs/stress-talking-toolkit.pdf>  
<https://www.hse.gov.uk/pubns/wbk01.pdf>

## **GuidaGu**

### **10. Guidance notes**

This policy has eight Guidance Notes:

- Guidance Note 1 – Flowchart of Managing an Individual with Stress
- Guidance Note 2 – Management Guidance - How to reduce work related stress and the Management Competence Standards and Action Plan
- Guidance Note 3 – Template Work Related Stress Risk Assessment
- Guidance Note 4 – The Causes, signs and effects of work related stress
- Guidance Note 5 – Self Analysis Stress Test
- Guidance Note 6 – Staff Guidance – Self-help for Improving Resilience
- Guidance Note 7 – Individual Wellbeing at Work Assessment form and Staff Stress Questionnaire
- Guidance Note 8 – Compliance Checklist