Appendix 2

Corporate Stress and Wellbeing Risk Assessment

Service:	All Services	Team:	All Teams
Site(s):	All sites and working locations	Specific Location:	All sites and working locations
Persons Affected:	All employees of New Forest District Council		
Description of Task or Process:	This risk assessment outlines how the risk of work-related stress is control within the council. This assessment is based of the HSE's stress management standards.		
Completed By	James Loring	Date	08/10/2025
Reviewed By		Date	

Appendix 2

Demands

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Workload (Significant workloads placed upon employees leading to stress and lost time)	All staff	- All managers to undertake growth and goals conversations. Employees can discuss on-going issue with workload with their line manager/supervisor - Where required, managers to undertake HSE stress questionnaire with employee in order to identify causes and actions to reduce workplace stress. - Corporate employee assistance programme (EAP) in place, provide competent advice and guidance to employees who are suffering from poor mental health. - EAP App available to download to all employees (VITA Care). - The council has trained mental health first aiders (wellbeing Champions) in place throughout the organisation. - HR service provide support to managers and employees in line with relevant council policies and procedures.	- Specific corporate mental health and wellbeing support policy to be implemented by the council	HR & H&S 2026 - 2027

Appendix 2

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Workload (Continued) (Significant workloads placed upon employees leading to stress and lost time)	All staff	- Regular wellbeing walk are communicated to all staff. - EAP managers support line available for additional support.	As above	As above
Residents and service user's expectations (high expectations from residents and services users can lead to additional stress on staff)	All staff working with residents and service users	- Corporate employee assistance programme (EAP) in place, provide competent advice and guidance to employees who are suffering from poor mental health. - The council has trained mental health first aiders (wellbeing Champions) in place throughout the organisation. - Team meetings are to be held regularly to discuss clients and member of the publics concerns and case work. - All managers to undertake growth and goals conversations. Employees can discuss on-going issue with workload with their line manager/supervisor - Task specific risk assessment to be in place for task involving working with members of the public and resident, risk assessment to take into consideration all risks associated with the task. - Line managers and service manager to support when dealing with corporate complaints and challenging customers	- Conflict management training to be provided to all public facing employees	H&S Team – 2026 / 2027

Appendix 2

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Out of hours working (limited support available to employees)	All out of hours workers	- 24/7 CCTV control room available to support employees who are working out of hours. - All employees are to work in line with the working time directive. - Corporate first aid and lone working policy in place - Out of hours supervisors and managers available for support during out of hours works. - Corporate employee assist programme (EAP) in place, provide competent advice and guidance to employees who are suffering from poor mental health.		
Poor Working Environment (poor work conditions and equipment leading to addition stress)	All Staff	- Hybrid work scheme available for office-based staff. - Reasonable adjustment policy in place - All DSE user are to undertake a DSE assessment in line. Where required additional equipment is provided. - Employees can raise workplace concerns at the Service Safety Panel and employee forums. - Employee forum in place for employees to raise workplace and work process improvements		

Appendix 2

Control

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Work patterns (in consistent and poor work patterns leading to increased stress)	All staff	- The council has a reasonable adjustment policy in place - Person centric risk assessments to be put in place, where required. - All managers to undertake growth and goals conversations. Employees can discuss on-going issue with workload with their line manager/supervisor - Tasked based risk assessments in place, allowing sufficient time for the job to be done safely.		
Changes in personal life effect work life balance (leading to increased stress and poor mental health at work)	All staff	- The council has a reasonable adjustment policy in place - All managers to undertake growth and goals conversations. Employees can discuss on-going issue with workload with their line manager/supervisor - Maternity, paternity and family leave policy in place - Corporate employee assist programme (EAP) in place, provide competent advice and guidance to employees who are suffering from poor mental health.		

Appendix 2

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Changes in personal life effect work life balance (Continued) (leading to increased stress and poor mental health at work)	All staff	- The council has trained mental health first aiders (wellbeing Champions) in place throughout the organisation. - Secondment procedures in place to support employees in a new position. - Organisation has a hybrid/flexible working benefits such as flexible retirement, carers leave and support leave		

Appendix 2

Support

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Lack of on-going wellbeing support	All staff	- Corporate employee assist programme (EAP) in place, provide competent advice and guidance to employees who are suffering from poor mental health. - The council has trained mental health first aiders (wellbeing Champions) in place throughout the organisation. - Mental health and wellbeing e-learning available to staff and managers on the council learning management system (LMS). - Mental health and wellbeing information, including external support service available on the H&S intranet SharePoint site	- Increased promotion of mental health first aiders and EPA services at all council depots	HR and H&S – Nov 2026

Appendix 2

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Lack of information Communicated to Employees (employee unaware of the services availability to them)	All staff	- Mental health and wellbeing information, including external support service available on the H&S intranet SharePoint site. - Regular H&S bulletins on mental health and workplace stress sent to employees via H&S Intranet SharePoint pages. - Mental health and wellbeing e-learning available to staff and managers on the council learning management system (LMS). - All managers to undertake growth and goals conversations. Employees can discuss on-going issue with workload with their line manager/supervisor - Where required, managers to undertake HSE stress questionnaire with employee in order to identify causes and actions to reduce workplace stress. - Regular brief bites are held for managers throughout the year. - Regular chief executive briefing session are held via TEAMs and in person to provide all employee with the latest news on organisation changes and developments.	- Increased promotion of mental health first aiders and EPA services at all council depots	HR and H&S – Nov 2026

Appendix 2

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Suitable Training not provided to staff (staff not being provided suitable and sufficient training and information)	All staff	- Corporate training budget in place. Additional resources can be allocated by each strategic director. - All managers to undertake growth and goals conversations a year. - Employees can raise training requests at Service Safety Panels and employee forums. - Optional mental health awareness, stress and anxiety e-learning courses are available on the councils LMS. - Mandatory mental health wellbeing e-learning for managers - Managers are responsible for ensuring their staff have been provided with suitable and sufficient training and information. - How to handle challenging conversation training recorded and available on the LMS	- Consideration for Mental health and stress awareness to be provided as a mandatory e-learning course for all staff.	HR – 2025/2026

Appendix 2

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Lack of Support following work with complex individuals or traumatic case work (leading to burnout and time loss due to stress)	Staff working with complex individual and members of the public	- Safeguarding team available for support - Corporate employee assist programme (EAP) in place, provide competent advice and guidance to employees who are suffering from poor mental health. - HR service provide support to managers and employees in line with relevant council policies and procedures.	- Specific corporate mental health and wellbeing support policy to be implemented by the council	HR & H&S 2025 - 2026

Appendix 2

Relationships

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Poor inter-team relationships (the breakdown of inter-team relationships leading to a stressful and toxic working environment)	All staff	- All managers to undertake growth and goals conversations. opportunity to discuss changes and move forward together. - HR advisory to provide support to managers. - Regular brief bites are held for managers throughout the year. - Corporate employee assist programme (EAP) in place, provide competent advice and guidance to employees who are suffering from poor mental health. - Corporate Bullying and Harassment Policy in place	- Review making HR brief bites mandatory	HR advisory – September 2026
Conflict with members of the public and residents at work (leading to employees feeling fearful or stressed due to potential risk of coming into work and working with members of the public)	All staff public facing staff	- All services are to have suitable and sufficient task specific risk assessments in place. Risk assessments must take into account the risks from conflict with members of the public or residents and ensure suitable control measures are implemented.	- Conflict management training to be provided to all public facing employees	H&S team – 2026 - 2027

Appendix 2

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Conflict with members of the public and residents at work (continued) (leading to employees feeling fearful or stressed due to potential risk of coming into work and working with members of the public)	All staff public facing staff	- Additional advice and guidance is available on the Corporate H&S intranet SharePoint site. - Corporate lone working arrangements are in place and must be followed by all lone workers. - Orbis Protect and Appello lone working devices in place and available to all medium (Appello) and high risk (Orbis Protect) employees.		
Sexual Harassment & bullying at work	All staff	- Corporate sexual harassment risk assessment in place and available to staff. - Additional bullying and harassment training available for all managers of the councils LMS. - Anonymous harassment and bullying report form and procedures available to all staff. - HR Advisory service in place to provide assistance and advice to all employees and services within the council. - Corporate employee assist programme (EAP) in place, provide competent advice and guidance to employees who are suffering from poor mental health.		

Appendix 2

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Sexual Harassment & bullying at work	All staff	- Internal safeguarding team are available to provide advice and guidance to all employees.		

Role

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Un-clear job description (Leading to employees feeling stressed and anxious about their job security and having conflicting priorities)	All staff	- Job descriptions can be reviewed by the manager or sent to HR for job evaluation. All job description are to clearly outline the roles and responsibilities and day to day duties. - Job Evaluation management advice note is placed to provide additional advice and guidance to managers and employees. - All managers to undertake growth and goals conversations. Employees can discuss on-going issue with workload with their line manager/supervisor		

Appendix 2

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Poor or lack of communication (lack of communication between supervisors/managers towards employees, lack of corporate information passed to employees)	All staff	- All services are to undertake regular team meeting/toolbox talks online and in person. - The chief executive holds quarterly briefing for all staff to attend. - Performance HR brief bites in place for managers to provide additional advice and guidance. - Corporate behaviour framework in place	- Review additional e-learning training available on the LMS site.	HR Advisory 2025 - 2026
Lack of training and development opportunities	All staff	- Managers hold growth and goals conversation with their employees. Training and development is discussed as part of the growth and goals conversations. - Non mandatory training e-learning is available to all staff via the LMS. - People strategy in place to focus on on-going training and development opportunities across the council.	(growth and goals conversation) – remove development.	

Appendix 2

Change

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Concerns around job losses during periods of change	All staff	- The Chief Executive holds quarterly briefing for all staff to attend. - Consultation with unions as part of council policy. Unions also attend service safety panels, operational union meeting and employee side liaison panel. - HR advisory to provide support to employees and management - Directorate service meetings will be held to discuss upcoming change and potential concerns. - Corporate employee assist programme (EAP) in place, provide competent advice and guidance to employees who are suffering from poor mental health. - EAP App available to download to all employees (VITA Care). - The council has trained mental health first aiders (wellbeing Champions) in place throughout the organisation. - Employee forum in place during LGR review to identify potential staff concerns.	- Face to Face training for new systems and technology used within the council.	Transformation 2026 -2027

Appendix 2

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Loss of motivation during periods of change	All staff	- The Chief Executive holds quarterly briefing for all staff to attend. - Consultation with unions as part of council policy. Unions also attend service safety panels, operational union meeting and employee side liaison panel. - HR advisory to provide support to employees and management - Directorate service meetings will be held to discuss upcoming change and potential concerns. - Corporate employee assist programme (EAP) in place, provide competent advice and guidance to employees who are suffering from poor mental health. - EAP App available to download to all employees (VITA Care). - The council has trained mental health first aiders (wellbeing Champions) in place throughout the organisation. - Employee forum meetings are held regularly and give employees the opportunity to have their say on any coming organisational change.	- Embracing change training modules to also rolled out via face-to-face training.	Transformation – 2026/2027

Appendix 2

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Loss of motivation during periods of change	All staff	- Employee working groups and union meeting s are regularly held to consult with employees. - Embracing change training modules are in place and available to staff via the LMS.		
Lack of trust (employees having a lack of trust towards managers and senior management during periods of significant change)	All staff	- Council values in place (LEAF). The council vales underpin the council vision and priorities by shaping our behaviours and the way we work. - Corporate employee assist programme (EAP) in place, provide competent advice and guidance to employees who are suffering from poor mental health. - EAP App available to download to all employees (VITA Care). - The council has trained mental health first aiders (wellbeing Champions) in place throughout the organisation. - Employee working groups and union meetings are regularly held to consult with employees.		

Appendix 2

Potential Risks	Persons Effected	Existing Controls	Further Actions to consider	Deadlines/Responsible Persons
Lack of trust (Continued) (employees having a lack of trust towards managers and senior management during periods of significant change)	All staff	- Organisation undertakes regular staff surveys allowing staff to give their views of many different aspects of work included mental health and workplace stress. - Corporate whistleblowing policy in place and made available to staff.	Snapshots in time check surveys to be undertaken regularly	Transformation 2026 - 2027