



# Bournemouth Council for Voluntary Service

Registered charity No. – 108381 Company Reg'd in England & Wales No. 4024662

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## 10. POLICY FOR THE MANAGEMENT OF WORK-RELATED STRESS

### 1. Policy

BCVS recognises that work can involve pressure that at times can lead to stress. Furthermore, circumstances in life outside work can cause pressure at times which, combined with a normal level of pressure at work, can result in stress. Employees can find difficulty in discussing with supervisors stress created by their work for fear of being viewed as unable to do their job. BCVS places great importance on the mental as well as physical well being of staff and adopts the controls detailed in the risk assessment to reduce the likelihood of normal work pressures developing into work-related stress.

### 2. Risk Assessment

**Persons at risk:** employees

**Hazard:** excessive levels of stress

#### **Controls:**

- 2.1 All staff with supervisory responsibility for others will be aware of work-related stress and of how to reduce the likelihood of its occurrence. Managers/Supervisors will apply the Health and Safety Executive Management Standards for Tackling Work Related Stress (see [www.hse.gov.uk/stress/standards/index.htm](http://www.hse.gov.uk/stress/standards/index.htm)).
- 2.2 Demands placed on workers will be reasonable in relation to the hours of work. Current workload and any concerns about the work will be discussed during regular supervision meetings.
- 2.3 Recruitment practices will ensure that workers' skills and abilities are matched to job demands. Where an employee requires further training to do their job this will be provided if reasonably practicable.
- 2.4 Induction procedures will be designed to ensure that workers understand their role and responsibilities and this will be discussed as a part of routine supervision. Particular care will be taken to ensure clarity during times of organisational change or change of role for an individual.

- 2.5 Any concerns about workload or work-related pressure will be dealt with in a supportive, and where possible confidential, manner. Any disclosure about circumstances in a worker's personal life will be dealt with confidentially unless the content makes this inappropriate (e.g. the disclosure of a criminal matter).
- 2.6 Staff will be given clear objectives in relation to their work but, where possible, will be encouraged to plan their work themselves. However, when an employee has suffered a stress-related illness, they should not be expected to regulate their own workload.
- 2.7 Within the operational requirements of the charity employees will be encouraged to develop new skills to enable them to take on new and more varied/challenging pieces of work.
- 2.8 Workers' aspirations for career development will be discussed as a part of appraisals and where suitable training opportunities can be identified these will be considered.
- 2.9 Where operational factors allow, employees will be able to plan when they take breaks. Where, due to the nature of the work, breaks have to be taken at set times employees will be consulted over arrangements in an effort to allow all workers some flexibility.
- 2.10 Staff will be consulted regarding proposed changes to work patterns and the working environment. Suggestions about ways in which the working environment can be improved are encouraged.
- 2.11 Where changes to the work are necessary staff will be provided with training for their new role if this is required.
- 2.12 The working arrangements for some staff are, by the nature of their roles, very flexible. This can lead to the working of excessive hours. Where events demand that staff work outside of regular working hours they are strongly encouraged to take time off in-lieu for this. The taking of such time is not viewed as a concession to the member of staff but as a right.
- 2.13 Managers and Trustees will not contact staff outside normal office hours unless there is an emergency. Reasonable notice will be given of tasks that are required to be performed outside 'normal office hours' and managers accept that there will be occasions when a worker has already made arrangements which may take precedence over the proposed work commitment.
- 2.14 BCVS will regularly review its policies and procedures. These include harassment and bullying, equal opportunities, discipline, the handling of grievances. Staff will be consulted as a part of the review process and employees are encouraged to make suggestions at any time regarding ways in which these can be developed.

- 2.15 Line managers will hold regular supervision meetings with staff. These meetings will include discussion of workload and the resources required for the work. Employees will be encouraged to talk about any concerns they have about the work. Employees will also be given constructive feedback during supervision meetings and at any other relevant time between meetings. Annual appraisals should not contain developmental feedback which has not been the subject of discussion during routine supervision.
- 2.16 Staff meetings will be held at regular intervals to encourage the sharing of ideas and information.
- 2.17 The CEO will undertake an analysis of staff records on an annual basis to gain information about the degree of stress amongst its staff to include:
- Sickness absence records
  - Return to work interviews
  - Annual performance appraisals
  - Exit interviews
  - Individual risk assessments
- A report will be presented to the trustees with recommendations for any appropriate action.

Given the above controls the risk posed by work related stress is low.

**Risk assessment reviewed by P.Turner, Jan 2013**

**To be reviewed by Jan 2015.**