



FLEET TOWN COUNCIL

MINUTES OF THE ESTABLISHMENT COMMITTEE MEETING

held on

Wednesday 26th July 2023 at 7pm

PRESENT

Councillors: K. Cottrell, L. Holt, R. Robinson, B. Schofield, G. Woods (Chairman)

In Attendance:

Rochelle Halliday – Executive Officer

Sarah Moore – Finance and Administration Manager

EST JULY 2023 ITEM 1

ELECTION OF CHAIRMAN

Cllr Woods was nominated and seconded for the position of Chairman of the Committee. There were no other nominations received.

RESOLVED

That Cllr Woods be elected as Chairman of the Establishment Committee for the local government year 2023/2024.

EST JULY 2023 ITEM 2

ELECTION OF VICE CHAIRMAN

Cllr Einchcomb was nominated and seconded for the position of Vice Chairman of the Committee. There were no other nominations received.

RESOLVED

That Cllr Einchcomb be elected as Vice Chairman of the Establishment Committee for the local government year 2023/2024.

EST JULY 2023 ITEM 3

APOLOGIES

Members received and accepted the apologies for absence from Cllr Einchcomb.

Cllr Wildsmith was absent.

EST JULY 2023 ITEM 4

DECLARATIONS OF INTEREST

There were no declarations of interest.

EST JULY 2023 ITEM 5

QUESTIONS FROM MEMBERS OF THE PUBLIC

There were no members of the public present.

EST JULY 2023 ITEM 6

MINUTES OF PREVIOUS MEETING

Following the internal audit in May 2023, the Committee agreed to add a summary of the confidential items and resolutions to the public minutes.

Subject to the above amendment, the minutes and confidential minutes of the Establishment Committee meeting held on 8th February 2023 were approved and signed by the Chairman.

EST JULY 2023 ITEM 7

DRAFT POLICY REVIEWS

Members received the following policies for review prior to consideration by the Policy and Finance Committee:

a) Eye Test Policy (new)

Members reviewed the Eye Test policy.

RESOLVED

To recommend to the Policy and Finance Committee approval of the Eye Test policy.

b) Uniform Policy (new)

The following alterations were suggested:

- To change the wording of 'safety boots' to 'safety footwear'.
- 1.1 Duty Managers to be added before 'staff' on the first line.
- 2.3 change 'cost' to 'contribution'.
- 2.2 add 'up to £30.00 contribution' after reimbursement.

RESOLVED

To revise the Uniform policy as discussed and recommend approval of the policy to the Policy and Finance Committee.

EST JULY 2023 ITEM 8

TRAINING UPDATE

Members noted the current report on staff training that had taken place or booked since the last Committee meeting.

It was noted that Fleet BID has shared with the Council access to the SEEDL training portal, which provides members with free online training sessions.

RESOLVED

To note the staff training report.

EST JULY 2023 ITEM 9

DATE AND TIME OF NEXT MEETING

The next meeting of the Establishment Committee will be held on Wednesday 8th November 2023 at 7pm in The Harlington (Music Room).

Part 3 CONFIDENTIAL ITEMS

The Chairman requested that the remainder of the meeting should be held in confidential session due to matters for discussion concerning individual staff members.

RESOLVED

That subject to the Public Bodies (Admission to Meetings) Act 1960 Exclusion of the public in accordance with Section 1(2) and by reason of the confidential nature of the business of the Town Council, the Public and Press will be excluded from the Meeting.

EST JULY 2023 ITEM 10

CURRENT LIST OF STAFF

Members reviewed the current list of staff and salaries at The Harlington, Fleet Town Council and Ancells Farm Community Centre as of 13th July 2023.

It was recorded that the Council has 15 permanent staff (12 full time and 3 part time) and 10 active casual staff.

RESOLVED

To note the current list of staff.

EST JULY 2023 ITEM 11

REVIEW OF STAFF POSITIONS AND RECRUITMENT

a) The Committee discussed a matter relating to the remuneration and job description of a member of The Harlington team.

RESOLVED

To promote a member of staff to Senior Duty Manager and to revise the employee's remuneration and job description accordingly.

b) The Committee discussed in detail the proposal for recruiting a Communications Officer (15 hours per week). The post is included in the Council's staffing budget.

RESOLVED

To approve the recruitment of a part time Communications Officer for 15 hours per week.

EST JULY 2023 ITEM 12

STAFF PAY REVIEWS FOR 2024 / 2025 FINANCIAL YEAR

The Committee discussed and proposed the approach to be taken for drafting the staffing budget for next financial year.

Members also discussed standardising pay for casual staff based on job role rather than age. This proposal is within budget for the current year.

RESOLVED

1. To draft salary budget scenarios based on several percentage options which are based on the estimated inflation rate for September 2023.
2. To standardise the casual staff pay rate with effect from 1st August 2023.

EST JULY 2023 ITEM 13

STAFFING MATTERS

Members received an update on the following matters:

- Background information relating to items 11 and 12.
- Current staff sickness absence.
- The Flexible Working Bill.
- Review of Written Statement of Employment Particulars for staff.

Signed: **Date**.....

Chairman

The meeting closed at 8.30pm.



Stress in the Workplace Policy

Policy and Finance Committee Approved:

Due for next Review:

Introduction

Fleet Town Council is committed to protecting the health, safety, and welfare of the Council's employees. The Council recognise that workplace stress is a health and safety issue and acknowledge the importance of identifying and reducing workplace stressors in order for the Council to efficiently and effectively perform its duties.

This policy will apply to every member of staff. Managers are responsible for implementation and the Council is responsible for providing the necessary resources.

Definition of Stress

HSE defines stress as 'the adverse reaction people have to excessive pressure or other types of demand placed on them'. This makes an important distinction between pressure, which can be positive if managed correctly, and stress, which is likely to be detrimental to physical or mental health if it is prolonged.

A person experiences stress when they perceive that the demands of their work are greater than their ability to cope. Coping means balancing the demands and pressures placed on you (i.e. the job requirements) with your skills and knowledge (i.e. your capabilities).

Stress can also result from having too few demands, as people will become bored, feel undervalued and lack recognition. If they feel they have little or no say over the work they do or how they do it, this may cause them stress.

HSE's Stress Management Standards

As an employer, Fleet Town Council has a duty to ensure that risks arising from work activities are properly controlled. The HSE's Management Standards approach is designed to help employers work with their employees and their representatives to undertake risk assessments for stress and give managers the help they need to achieve these aims.

HSE's Management Standards highlight the six key areas of work design that, if not properly managed, may be associated with poor health and well-being, lower productivity, and increased sickness and other absences. The six Management Standards cover the primary sources of stress at work (stressors). If these standards can be achieved, there is a lower likelihood that staff will be adversely affected by stress.

The stressors are:

- Demands – such as workload, work patterns and the work environment.
- Control – such as how much say the person has in the way they do their work.
- Support – such as the encouragement, support and resources provided by the organisation, line management and colleagues.
- Relationships – such as promoting positive working to avoid conflict and dealing with unacceptable behaviour.
- Role – such as whether people understand their role within the Council and whether the Council ensures that they do not have conflicting roles.
- Change – such as how organisational change (large or small) is managed and communicated.

Risk Assessment

A risk assessment is a vital component of this policy. It is only when the possible causes of stress have been identified that preventative or management strategies can be effectively put in place.

The Council has in place a generalised Stress Risk Assessment. The Council will conduct risk assessments to identify all workplace stressors and eliminate or control the risks from stress. Risk assessments will be regularly reviewed.

If at any time a risk assessment demonstrates that a Safety Committee needs to be in place, a select group of people will be asked to create the committee.

The Safety Committee will involve representation or represent the views of all elements of the workforce. They will perform a pivotal role in ensuring that this policy is implemented and oversee monitoring of the efficacy of the policy and other measures to reduce stress and promote workplace health and safety.

Responsibilities

Managers

Managers are responsible for:

- Conducting and implementing recommendations of risk assessments within their area.
- Ensuring good communication between management and staff, particularly where there are organisational and procedural changes.
- Ensuring staff are fully trained to undertake their duties.
- Ensuring staff are provided with meaningful developmental opportunities.
- Monitoring workloads to ensure that people are not overloaded or underutilised.
- Discouraging work related contact with staff outside normal working hours or whilst on holiday.
- Monitoring working hours and overtime to ensure that staff are not overworking and monitoring holidays to ensure that staff are taking their full entitlement.
- Attending training, as requested, in good management practice and health and safety.

- Ensuring that bullying and harassment is not tolerated within their jurisdiction.
- Being vigilant and offering additional support to a member of staff experiencing stress outside work e.g. bereavement or separation.

HR – Croner

The Council's HR provider Croner can:

- Give guidance to managers on the stress policy.
- Help monitor the effectiveness of measures to address stress by collating sickness absence statistics.
- Advise managers and individuals on training requirements.
- Provide continuing support to managers and individuals in a changing environment and encourage referral to occupational workplace counsellors where appropriate.

Employees

Employees are responsible for:

- Raising issues of concern with the Health and Safety representative, their line manager or the Executive Officer.
- Taking an active part in the process of assessing the risk e.g. completing surveys or providing honest feedback when requested.
- Accepting opportunities for counselling when recommended.
- After a period of absence from work with stress related illness, cooperating with their manager and/or HR on a planned return to work.
- Taking personal responsibility for their own health and wellbeing by, working healthily, taking regular breaks, rest and holidays and supporting colleagues.

Health and Safety Representatives

- Must be meaningfully consulted on any changes to work practices or work design that could precipitate stress.
- Must be able to consult with members on the issue of stress including conducting any workplace surveys.
- Must be meaningfully involved in the risk assessment process.
- Should be allowed access to collective and anonymous data from HR.
- Should be provided with paid time away from normal duties to attend any training relating to workplace stress.
- Should conduct joint inspections of the workplace at least every 3 months to ensure that environmental stressors are properly controlled.

What to do if you feel you are suffering from work related stress

Should any member of staff feel that they are suffering from an unacceptable level of work-related stress, they should inform their line manager who will treat the matter with sympathy and in confidence. If you do not feel you can approach your line manager, you can approach the Executive Officer or failing that, a member of the Council's Establishment Committee.

If you have been off work with a stress-related illness, talk about it with your manager when you return. Say how you feel, explain what led to the event and what you would like to see happen. Take a colleague representative with you if you do not feel you can do this on your own. See also sources of support in Appendix 4.

Appendices (*see separate documents*)

Appendix 1 – Risk Assessment

Appendix 2 – Stress Questionnaire for Staff

Appendix 3 – Action Plan

Appendix 4 – Sources of Support

**Fleet Town Council
Health and Safety Risk Assessment**

Assessor(s):	Charlotte Benham / Sarah Moore	Date of assessment:	October 2023
Department / Area:	General Offices within The Harlington.	Review date:	October 2023

Stressor/Risk	Who might be harmed & how?	Existing Controls	What further action is necessary to control the risk? Who needs to carry out the action? By When?
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Demands			
<ul style="list-style-type: none"> Pressure from workload (too much or too little) Inadequate resources for task 	<input checked="" type="checkbox"/> Employees <input type="checkbox"/> Public <input type="checkbox"/> Others depression, fatigue, insomnia, anxiety	<ul style="list-style-type: none"> Ensuring staff have adequate resources and time to carry out their role/tasks. Reviewing workloads, staffing and deadlines Staff meetings. Line managers looking for signs of stress in employees. Staff having the right equipment for their job. 	Line Managers to sit online 'Stress Awareness in Workplace' Course Stress Management Training Workplace Stress Awareness (highspeedtraining.co.uk) Sarah/Charlotte to book and notify Line Managers – courses to be completed by 31/01/2024
<ul style="list-style-type: none"> Long hours Improper rest, TOIL and holidays being taken Inadequate staffing 	<input checked="" type="checkbox"/> Employees <input type="checkbox"/> Public <input type="checkbox"/> Others depression, fatigue, insomnia, conditions such as adrenal exhaustion	<ul style="list-style-type: none"> New HR provider Bright HR has App for logging TOIL, requesting holiday/toil and tracking absences. Line managers looking for signs of stress in employees. Line managers checking adequate breaks are rota' d between shifts for those on shift work. Checking workers have the opportunity to speak with colleagues and aren't always on a shift when others aren't e.g. evenings. Ensuring that holiday is being taken by employees. Ensuring that TOIL is being taken if accrued. During periods of inadequate staffing due to sickness or absence, staff from other areas help cover and talk to each for support. 	None at this time

Stressor/Risk	Who might be harmed & how?	Existing Controls	What further action is necessary to control the risk? Who needs to carry out the action? By When?
<ul style="list-style-type: none"> Staff inappropriately qualified for the job Skills not recognised and promotion prospects not fulfilled 	<input checked="" type="checkbox"/> Employees <input type="checkbox"/> Public <input type="checkbox"/> Others Depression, anxiety	<ul style="list-style-type: none"> For job vacancies a job description and person specification is advertised. Reviews conducted of training needs of staff. Appraisals held once a year and 1 to 1's held periodically throughout year. Provides opportunity to discuss past/upcoming work. Staff asked at appraisals if there's any training that they want/need. Managers are encouraged to use Croner to discuss any HR issue or discuss next steps or get general management advice. 	None at this time
Physical working environment: <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 inadequate technology provision or persistent failure of technology equipment 	<input checked="" type="checkbox"/> Employees <input type="checkbox"/> Public <input type="checkbox"/> Others depression, fatigue, insomnia, headaches, backache	<ul style="list-style-type: none"> Risk assessments of workspaces in place i.e. Office Risk Assessment. Space heaters and fans available for staff to use. Kitchenette backstage with kettle, microwave and fridge for staff to use. Small staff rest area in place, currently next to servers in main office for all staff to use. Regular lunch breaks encouraged. Windows/skylights in main FTC office. DM office door can be wedged open when in use as box office counter prevents public access. Staff complete DSE assessment form at least annually. Technology related concerns can be raised with management or IT provider. 	None at this time

Stressor/Risk	Who might be harmed & how?	Existing Controls	What further action is necessary to control the risk? Who needs to carry out the action? By When?
<ul style="list-style-type: none"> Psychological working environment: <ul style="list-style-type: none"> -threat of aggression or violence -verbal abuse Dealing with difficult members of the public/customers 	<input checked="" type="checkbox"/> Employees <input type="checkbox"/> Public <input type="checkbox"/> Others depression, fatigue, insomnia, anxiety	<ul style="list-style-type: none"> Incidents reported and suitable controls implemented. Training needs of individuals regularly reviewed e.g. dealing with difficult people course. Zero tolerance policy regarding abuse towards staff by members of public/customers. Public can be banned from building if required. Grievance Policy in place. Security hired in for some events. In regards to bar staff/ushers (as some office staff help cover) security hired in for some shows. 	None at this time

Control			
<ul style="list-style-type: none"> Pressure if employees feel they don't have a say about the way they do their work 	<input checked="" type="checkbox"/> Employees <input type="checkbox"/> Public <input type="checkbox"/> Others depression, fatigue, insomnia, anxiety	<ul style="list-style-type: none"> Employees are encouraged to use their skills and initiative to do their work. Employees are encouraged to speak with line managers or Executive Officer to discuss concerns and ideas. Yearly appraisal and periodic 1 to 1's held throughout the year. 	None at this time
<ul style="list-style-type: none"> Rigid work patterns and breaks 	<input checked="" type="checkbox"/> Employees <input type="checkbox"/> Public <input type="checkbox"/> Others depression, fatigue, insomnia, anxiety	<ul style="list-style-type: none"> Employees have control over when breaks are taken. Some scope for varying working conditions i.e. working from home and varying working hours. 	None at this time
<ul style="list-style-type: none"> Conflicting work demands Fixed deadlines 	<input checked="" type="checkbox"/> Employees <input type="checkbox"/> Public <input type="checkbox"/> Others depression, fatigue, insomnia, anxiety	<ul style="list-style-type: none"> Realistic deadlines set for tasks. Team meetings to discuss workloads. Development of new skills encouraged. 	None at this time

Stressor/Risk	Who might be harmed & how?	Existing Controls	What further action is necessary to control the risk? Who needs to carry out the action? By When?
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Support

<ul style="list-style-type: none"> Lack of information and lack of support from colleagues and line managers 	<input checked="" type="checkbox"/> Employees <input type="checkbox"/> Public <input type="checkbox"/> Others depression, fatigue, insomnia, anxiety	<ul style="list-style-type: none"> Employees encouraged to support their colleagues. Employees know how to access the required resources to do their job. Team and/or full building staff meetings held to ensure Council information is shared and communicated. HR Services in place to advise on any concerns and provide access to support. Constructive feedback given to staff. Employee Assistance Programme in place through HR company – 24 helpline and issues they can help with advertised on posters around offices. “Back to work” welfare meetings held when an employee returns from a significant period of sickness to ensure the employee is fit to return. Occupational Health company in place if required for advice or assessment of staff. 	None at this time
<ul style="list-style-type: none"> Blame culture when things go wrong Denial of potential problems 	<input checked="" type="checkbox"/> Employees <input type="checkbox"/> Public <input type="checkbox"/> Others depression, fatigue, insomnia, anxiety	<ul style="list-style-type: none"> Staff encouraged to report problems so they can receive report and advice. If line manager fails to resolve problems, they can be raised with the Executive Officer and failing that, the Council. 	None at this time

Stressor/Risk	Who might be harmed & how?	Existing Controls	What further action is necessary to control the risk? Who needs to carry out the action? By When?
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Relationships			
<ul style="list-style-type: none"> Failure to build relationships based on good behaviour and trust which can lead to problems related to discipline, grievances and bullying Combative or confrontational communication styles 	<input checked="" type="checkbox"/> Employees <input type="checkbox"/> Public <input type="checkbox"/> Others depression, fatigue, insomnia, anxiety	<ul style="list-style-type: none"> Work plans & objectives discussed and agreed at annual appraisals. Monthly staff meeting to discuss current workloads and redistribute tasks if necessary. Policies and procedures (i.e. Bullying and Harassment, Equality and Diversity) in place and available for staff to view. Management lead by example and make it clear what behaviours are not acceptable. Team-building sessions can be arranged if ever necessary. 	None at this time

Role			
<ul style="list-style-type: none"> Employees may feel anxious about their work if they don't know what is expected of them – lack of clarity about job role 	<input checked="" type="checkbox"/> Employees <input type="checkbox"/> Public <input type="checkbox"/> Others depression, fatigue, insomnia, anxiety	<ul style="list-style-type: none"> Work plans & objectives discussed and agreed at annual appraisals. Monthly staff meeting to discuss current workloads and redistribute tasks if necessary. Clear objectives set. Training offered. Ensuring good two-way communication is in place. Ensuring staff have clearly defined, up to date job descriptions. New members of staff receive induction training 	Check all staff have an up-to-date job description. General Manager and Executive Officer By 31/01/2024

Stressor/Risk	Who might be harmed & how?	Existing Controls	What further action is necessary to control the risk? Who needs to carry out the action? By When?
Change			
<ul style="list-style-type: none"> • Change needs to be managed effectively or it can lead to uncertainty and insecurity • Not enough resources allocated for change process • 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 • Dysfunctional teams following change 	<input checked="" type="checkbox"/> Employees <input type="checkbox"/> Public <input type="checkbox"/> Others depression, fatigue, insomnia, anxiety	<ul style="list-style-type: none"> • Changes planned and adequate time and resources put in place. • All office staff have contracts for either full/part time. Only staff with zero hours contracts are bar staff/ushers. • Work plans & objectives discussed and agreed at annual appraisals. • 1 to 1's held periodically throughout year. • Monthly staff meeting to discuss current workloads and redistribute tasks if necessary. • Messages to staff communicated in a timely manner. • Full building staff meetings can be held to ensure Council information is shared. • Consultations with staff likely to be affected by change held face to face where possible. • Ensuring effective two-way communication throughout process. • Training needs considered during change and for new technology. • Exit interviews held – feedback considered, and changes implemented if necessary. • Team-building sessions can be arranged if ever necessary. 	<p style="text-align: center;">None at this time</p>

HSE MANAGEMENT STANDARDS INDICATOR TOOL

Instructions: It is recognised that working conditions affect worker well-being. Your responses to the questions below will help us determine our working conditions now, and enable us to monitor future improvements. In order for us to compare the current situation with past or future situations, it is important that your responses reflect your work in the last six months.

1	I am clear what is expected of me at work	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
2	I can decide when to take a break	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
3	Different groups at work demand things from me that are hard to combine	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
4	I know how to go about getting my job done	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
5	I am subject to personal harassment in the form of unkind words or behaviour	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
6	I have unachievable deadlines	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
7	If work gets difficult, my colleagues will help me	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
8	I am given supportive feedback on the work I do	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
9	I have to work very intensively	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
10	I have a say in my own work speed	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
11	I am clear what my duties and responsibilities are	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
12	I have to neglect some tasks because I have too much to do	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
13	I am clear about the goals and objectives for my department	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
14	There is friction or anger between colleagues	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
15	I have a choice in deciding how I do my work	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
16	I am unable to take sufficient breaks	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
17	I understand how my work fits into the overall aim of the organisation	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
18	I am pressured to work long hours	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
19	I have a choice in deciding what I do at work	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5

20	I have to work very fast	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
21	I am subject to bullying at work	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
22	I have unrealistic time pressures	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
23	I can rely on my line manager to help me out with a work problem	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
24	I get help and support I need from colleagues	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
25	I have some say over the way I work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
26	I have sufficient opportunities to question managers about change at work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
27	I receive the respect at work I deserve from my colleagues	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
28	Staff are always consulted about change at work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
29	I can talk to my line manager about something that has upset or annoyed me about work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
30	My working time can be flexible	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
31	My colleagues are willing to listen to my work-related problems	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
32	When changes are made at work, I am clear how they will work out in practice	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
33	I am supported through emotionally demanding work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
34	Relationships at work are strained	Strongly disagree <input type="checkbox"/> 5	Disagree <input type="checkbox"/> 4	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 2	Strongly agree <input type="checkbox"/> 1
35	My line manager encourages me at work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5

Thank you for completing the questionnaire.

Action plan template

Standard area	Desired state	Current state	Practical solutions	Who will take the work forward?	When?	How will staff receive feedback?	Action completed?

Action plan template – an example using one element of Demands

Demands	Desired state	Current state	Practical solutions	Who will take the work forward?	When?	How will staff receive feedback?	Action completed?
The organisation provides employees with adequate and achievable demands in relation to the agreed hours of work	<i>Average to good performance</i>	<i>Bad/very bad performance</i> Workloads are not planned and peaks often occur during summer when people are on annual leave	1. Plan the work better and if peaks do clash with fixed annual leave commitments consider talking to other departments to see if temporary resources can be provided	1. Line managers to lead and suggest the idea to senior managers	Issue to be raised at next senior managers meeting	1. Via monthly meetings, staff bulletins	Yes. [Date]
			2. Employees to talk to line managers about upcoming leave and potential difficulties with workload during monthly meetings	2. All, with line manager to lead	Immediately	2. During monthly meetings	Yes – activity on-going

Appendix 4 - Sources of Support

Internal Support

For further details on the internal support available please see the main Policy which sets out responsibilities and what to do if you feel you are suffering from work related stress.

HR Contractor

www.croner.co.uk

Employee Assistance Programme (through HR contractor)

24hr Confidential Helpline - Tel: 0800 032 7097

My Healthy Advantage App

[My Healthy Advantage app | Health Assured](#)

Occupational Health Service

Advice on medical suitability for particular duties and phased returns/rehabilitation programmes.

[Contact Sarsen Health | Occupational Health & Health Management](#)

External sources of help and counselling

In addition to support available from GPs the following is a selection of external sources of help and counselling.

Alcoholics Anonymous	Call 0800 917 7650	www.alcoholics-anonymous.org.uk
Drinkline	Call 0300 123 1110	www.drinkaware.co.uk/alcohol-support-services
FRANK (Drugs Helpline)	Call 0300 123 6600	www.talktofrank.com
NHS Smoking Helpline	Call 0300 123 1044	www.smokefree.nhs.uk
Samaritans	Call 116 123	www.samaritans.org.uk
Shout (mental health support by text)	Text 85258	www.giveusashout.org
National Debtline	Call 0808 808 4000	www.nationaldebtline.org

Health & Safety Executive Website: <http://www.hse.gov.uk/stress>

Stress at Work Advice: www.acas.org.uk

HSE Guides:



HSE how to tackle stress guide.pdf



HSE Stress Workbook.pdf

Fleet Town Council Training Record

Attendee's Job Title	Date	Training Course	Training Provider	Location	Booked	Attended	Cost exc VAT	Detail	Feedback on course
General Manager	21/09/2023	Asbestos Awareness	High Speed Training	Online	Y		£25		
Facilities Manager	21/09/2023	Manual Handling Awareness	High Speed Training	Online	Y		£20.00		
Facilities Manager	01/04/2023	GDPR	High Speed Training	Online	y	15/04/2023	£25.00		
Administration Support Officer	06/06/2023	Minute Course	High Speed Training	Online	y	06/06/2023	£40.00		
Executive Officer	13/01/2023	Fire Warden	Ihasco	Online	Y	05/07/2023	£20.00		This was an excellent course. Came away with several action points to check.
Executive Officer	31/01/2023	Legionella and Legionaires Awareness	Ihasco	Online	Y	13/04/2023	£25.00		
Executive Officer		Manual Handling Awareness	Ihasco	Online	Y	17/07/2023	£25.00		
Executive Officer	26/06/2023	IOSH Managing Safely	VitaSkills	Online	Y	Started	£150.00		Course started and so far very useful.
Executive Officer	26/05/2023	Engaging with local communities through digital engagement	NALC	In person	Y	27/09/2023	£32.68		
Executive Officer	21/09/2023	Stress Awareness in the Workplace	High Speed Training	Online	Y		£30		
Executive Officer	21/09/2023	Mental Health Awareness for Managers	High Speed Training	Online	Y		£25		