

Appendix 1 - Main risks related to WRS and associated examples of good practice

What are the risks?		What is good practice? (As far as is reasonably practicable*)
Resources & communication	People don't feel appropriately informed or equipped to do their roles	<p>People are informed and equipped to do their job:</p> <ul style="list-style-type: none"> - They know what is happening in the team and wider organisation - They receive regular and constructive feedback - They have adequate training/guidance for all aspects of their role - They have the necessary equipment and resources to do their jobs effectively
Control	People don't feel they have enough say in how things are done	<p>People feel they have an appropriate sense of control:</p> <ul style="list-style-type: none"> - They have some freedom to work in a way that suits them (autonomy) - They have a say/involvement in decisions that most impact them - They have an opportunity to make suggestions and share ideas - They have input/influence over individual objectives and performance targets - They are not subject to excessive supervision - They are encouraged to use their skills, abilities and initiative to do their work.
Balanced workload/ Demands	People don't have appropriate work-life balance / have excessive or inadequate workloads	<p>Jobs are realistic and manageable and people are supported to address any workload concerns so they can cope with the demands of their jobs:</p> <ul style="list-style-type: none"> - They do not work excessively long hours or routinely work unsociable hours - They do not feel that work (incl work-related travel) interferes inappropriately with home/personal life (work-life balance) - They are not routinely subjected to unrealistic deadlines and generally feel they have sufficient time to do their work well - Jobs are designed to be within the capabilities of colleagues. - They are not overloaded by technology and/or other systems/processes - They are supported to manage their time/workload - Concerns about workload/demands are listened to and addressed.

What are the risks?		What is good practice? (As far as is reasonably practicable*)
Job security	People feel insecure in their jobs	<p>People feel a level of security in their jobs and that where any changes impacting job security are made, such as restructures, these will be handled considerately:</p> <ul style="list-style-type: none"> - There is adequate and timely colleague consultation on changes and opportunities for colleagues to influence proposals. - People involved in restructures/change are provided with adequate support to adapt to the changes - There is not an over-reliance on temporary contracts - They feel that their skills and roles are developed so that they do not become 'redundant' in the future
Change	People are negatively impacted by change due to lack of understanding/ engagement/ notice etc	<p>People feel that wider organisational change is well managed and efforts are made to mitigate potentially negative impacts of change:</p> <ul style="list-style-type: none"> - Timely information is provided to enable people to understand the reasons for proposed changes. - There are opportunities to input and influence proposals before decisions are finalised - If necessary, colleagues are given training to support any changes in their jobs. - Colleagues are aware of timetables for changes and the potential impact of any changes to their jobs. - Colleagues have access to relevant support during changes.
Work relationships	People are negatively impacted by poor or unsupportive relationships with colleagues or managers/ experience discrimination, bullying or harassment	<p>People experience collaborative and supportive relationships at work and are not subjected to unacceptable or inequitable behaviours:</p> <ul style="list-style-type: none"> - They experience a conducive attitude and behaviours from their line manager (see leadership and management framework) - Systems are in place to enable and encourage managers to support their staff and this is role-modelled by senior managers - Social support from colleagues and a generally positive and supportive climate within their team - People are encouraged to share information and recognise others' efforts and achievements. - Inter-personal conflict within teams is addressed promptly and effectively - Clear standards of acceptable behaviour - There are policies and procedures to prevent or resolve unacceptable behaviour - They and their line managers have an awareness of systems and support available to address concerns such as bullying.

What are the risks?		What is good practice? (As far as is reasonably practicable*)
Job conditions	Exposure to dangerous, unpleasant or un motivating working conditions/ concerns are not addressed/lack of opportunity to progress	<p>People experience a decent, safe physical working environment and conditions that support overall job satisfaction, motivation and engagement:</p> <ul style="list-style-type: none"> - They are not exposed to any physical hazards or risk of violence - The working environment is appropriate for the work and takes into account individual needs such disability, neuro-diversity. - They can spend time on work that is interesting, sufficiently challenging and personally rewarding/meaningful - They can use their strengths and further develop their skills and expertise - There are opportunities to progress/achieve career aspirations - There are systems and support in place where they have to deal with difficult situations or people - They feel that their pay and benefits are fair compared with others and the work they do
Role	Roles & responsibilities not clear, conflicting/ unclear requirements on people	<p>People understand their role and responsibilities:</p> <ul style="list-style-type: none"> - They have clear and specific job goals - They have relevant information to support them in understanding their role and responsibilities - They have a wider understanding of the goals and priorities of the team/department and how they contribute to these - They are clear on who is responsible for what within their team/department - As far as possible, the different requirements placed upon colleagues are compatible. - Systems are in place to enable colleagues to raise concerns about any uncertainties or conflicts they have in their role and responsibilities

*The term "reasonably practicable" refers to the standard of care that employers and duty holders are expected to meet when ensuring the health, safety, and welfare of their employees and others affected by their activities. According to the Health and Safety at Work etc. Act 1974 and other related regulations, employers and duty holders are required to take all reasonably practicable measures to ensure the health and safety of individuals in the workplace. This means that they must do what is reasonably feasible and within their control to eliminate or minimize risks to health and safety. Determining what is "reasonably practicable" involves considering the level of risk, the severity of potential harm, the availability of resources, and the state of knowledge and technology at the time. Duty holders are expected to take a proportionate and balanced approach, weighing the costs and efforts of implementing control measures against the potential benefits in reducing risks.