

Corporate Stress Risk Assessment, undertaken in preparation for expected proposals to restructure the University of Bedfordshire, October 2025

HSE Criterion for Stress Risk Assessment	Additional risk identified through Moving Forward	Mitigation proposed
Demands	For staff in teams that experienced change through the restructure before the summer, they may be feeling added pressure with demands arising from new responsibilities or reduced capacity.	We will provide support to line managers on: • How to support their teams with workload, prioritisation and time management (P&C) • Raise awareness of policies and procedures that support wellbeing, such as different types of leave available (P&C, internal comms) • How to set achievable objectives during the PDR process (P&C) • How to support teams through the early phases of development to high performance (P&C) • Taking a compassionate approach to e.g. new team members settling in, and how to have conversations about wellbeing (P&C)
	Student-facing staff who are affected by proposals may struggle to maintain the same high quality of teaching to the students they usually do.	• We will ensure all managers of staff affected by proposals are made aware of this and have the opportunity to plan additional support for these staff members (P&C, Change Team) • We will check the teaching schedules of all staff affected by proposals to ensure minimal disruption by the communication of the consultation (VCEG leads)
Control	If staff are deployed into a new role, they may experience additional stress if they do not have the skills required for that role.	Robust process for redeployment of staff ensuring minimum level of skills required for role are met (P&C) Managers supported to manage L&D required for new roles (P&C Business Partners and OD Team)
	If staff don't feel they can ask questions, share views or influence	• Managers asked to ensure regular opportunities for communication are in place with their team, including team meetings, one-to-one sessions (P&C Business Partners)

	proposals, they may experience additional stress	- The process for feeding back through the consultation process is well communicated, open and easy to understand (Internal Communications team) - We will facilitate regular Staff Engagement Forums to give staff an opportunity to have a direct conversation/ open dialogue with senior leaders through the change period (P&C)
	Staff at risk of redundancy and who need to apply for a new role may experience a sense of lack of control, especially in those who: A. have not been through the interview/ selection process for a long time and B. have no opportunity for redeployment within UoB	- We will provide regular opportunities for application and interview skills training (P&C) - We will provide access to professional careers transition coaching and outplacement support for those at risk of redundancy (P&C)
Support	If line managers are made redundant or leave, there is a risk staff support may be hindered/ stress levels will increase	Ensure new structures have clear reporting lines (P&C, MF Op's team) Training for line managers to lead teams through change and support their wellbeing (P&C) Continued communication of Leadership Framework clarifying managers responsible for team wellbeing and support (Internal Comms)
	Staff may not be aware of the support available to them	Improved communication of our wellbeing services and seeking staff views as to how to improve support (P&C, Internal Communications)
	Staff may wish for further support from their line managers during this process	Support for line managers on their role to support staff, development of resources managers can use to promote conversations about wellbeing such as a Wellness Action Plan (P&C)
Relationships	We may see a rise in challenging behaviours as a result of stress,	Dignity and Respect at Work Policy further communicated (Internal Communications) Grievance Policy updated (P&C)

	which may cause more stress in others	Training/communication on bullying and harassment (Dignity and respect at Work policy), and how to report behaviours not in accordance with our values, delivered (P&C) Regular communication about the behaviours we expect of our colleagues/ each other at e.g. Staff Engagement Forums (P&C)
Role	As staff move into different roles, the risk of lack of clarity about expectations may increase, which may cause more stress	Standardised Job description design in place (P&C) Continued communication of the Leadership Framework clarifying all managers responsible for setting clear objectives linked to team and university goals (Internal Comms) Managers supported to lead the change and help teams to settle into new roles (e.g. through monthly line manager support sessions and Leading Change training) (P&C)
Change	If staff are unaware of the changes proposed, or of how to share their views, they may experience further stress	An excellent, simple and easy-to-understand central comms plan is created, including key messages and FAQs, to enable leaders to lead change consistently and well. (Internal comms) Timely and transparent communication of the proposed changes (Internal comms) Clear process in place for staff to feedback their views on proposals (P&C)
	If managers don't have timely information and support, they will be unable to cascade key messages and may be ineffective in supporting communication of the change, which may increase stress for staff	Effective and regular comms and engagement mechanisms for managers: • a monthly Line Manager Support Session to be delivered (online) for managers to obtain key information and offer peer support to each other (P&C) • a monthly Line Managers newsletter to be circulated, rounding up key messages and updates managers need to know to lead the change (internal comms) • An information hub to be established as a one-stop-shop for information for the change programme (Internal Comms)
		Managers are supported to lead change, help their teams to adapt/ maintain morale through:

		• Leadership Framework to be further communicated, clarifying expectations of managers (e.g. their role in leading change and supporting team wellbeing). (P&C, Internal Comms). • Monthly Line Manager Support Sessions
		Training for line managers in: • Leading change (mandatory for all line managers) (P&C) • Mental health and wellbeing for managers (mandatory for all line managers) (P&C)
	Staff may struggle through the change process for a number of reasons, which may increase stress	Training for all staff: • Change management training (P&C) • Bullying and harassment training to be delivered (P&C) • Personal Resilience training to be delivered (P&C) • Financial wellbeing workshops (P&C) • Mental Health Awareness (P&C) • Further support and training for Mental Health First Aiders (P&C)