

## Health & Wellbeing Policy

Prepared:	May 19	Prepared by:	Amy Sheehan Daly, Ops Mgr	Issued:	20/08/19
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### A. Policy 1. Introduction

- 1.1. Lancashire Mind recognises that poor mental health and stress are associated with many of the leading causes of disease burden and disability in our society.
- 1.2. Lancashire Mind places equal value on mental health and physical health.
- 1.3. Lancashire Mind is committed to promoting and protecting the overall wellbeing of its employees, volunteers and trustees and recognises that mental wellbeing is important for individuals' physical health, social wellbeing and productivity.
- 1.4. Lancashire Mind accepts that understanding and addressing the factors which affect people's mental wellbeing at work will have a wide range of benefits, both for individuals and the organisation. Addressing workplace mental wellbeing can help strengthen the positive, protective factors of employment, reduce risk factors for mental ill health and improve general health. It can also help promote the employment of people who have lived experienced of poor mental health and support them at work.
- 1.5. Lancashire Mind is committed to promoting the mental and physical wellbeing of all staff, volunteers and trustees through:
  - 1.5.1. Providing information and raising awareness about mental wellbeing
  - 1.5.2. Providing opportunities for employees, volunteers and trustees to look after their own mental and physical wellbeing
  - 1.5.3. Promoting policies and procedural guidelines that promote overall wellbeing
- 1.6. Lancashire Mind is committed to developing managers and supervisors to gain skills in order to:
  - 1.6.1. Promote the mental wellbeing of their employees and volunteers
  - 1.6.2. Support employees with long-term health conditions to stay in work where possible
  - 1.6.3. Deal with issues around mental health and stress effectively
  - 1.6.4. Treat their employees and volunteers fairly and without judgement in times of poor mental and physical wellbeing
- 1.7. Lancashire Mind is committed to providing support to employees, volunteers and trustees through:
  - 1.6.1 Providing a work environment that promotes and supports mental and physical wellbeing for all employees

1.6.2 Offering assistance, advice and support to people who experience a mental health problem while in employment or volunteering with us

1.6.3 Support for staff, volunteers and trustees returning to work after a period of absence due to poor mental or physical health

1.7 Lancashire Mind is committed to taking an inclusive and fair approach for people attempting to gain employment after a period of absence due to mental or physical illness through:

1.7.1 Transparent recruitment practices

1.7.2 Making reasonable adjustments

1.7.3 Retaining staff, volunteers and trustees who develop poor mental or physical health wherever possible

## **2. Scope**

Poor physical health, mental health and stress can affect anyone, regardless of their position in the organisation. This policy applies to all employees, volunteers and trustees working for Lancashire Mind.

## **3. Objectives**

3.1. Lancashire Mind are committed to tackling workplace factors that may negatively affect mental and physical wellbeing, and to develop management skills to promote good general wellbeing and manage mental health issues that may arise effectively.

3.2. Lancashire Mind aim to create and promote a workplace environment that supports and promotes the mental and physical wellbeing of all employees, volunteers and trustees. The organisation acknowledges that certain working conditions and practices can negatively affect peoples' wellbeing.

3.3. Lancashire Mind aim to develop a culture based on trust, support and mutual respect within the workplace. The organisation strives to ensure that employees, volunteers and trustees feel able to talk openly about their poor mental health and to report difficulties in their role without fear of discrimination or reprisal.

3.4. Lancashire Mind encourage the employment of people who have lived experienced of poor mental health by providing fair and non-discriminatory recruitment and selection procedures. The organisation believes that those who experience poor mental health can continue to work successfully with the appropriate support of the organisation alongside any existing external support they may be receiving.

3.5. As above, Lancashire Mind encourage the employment of people with physical disabilities or long-term health conditions and will follow the same recruitment and selection procedures. The organisation will make reasonable adjustments where possible.

3.6. Lancashire Mind recognise that workplace stress is a health and safety issue and acknowledge the importance of identifying and reducing workplace stressors in line with the Health and Safety Executive's (HSE's) Management Standards approach.

#### **4. Principles**

- 4.1. Within the first month of working at Lancashire Mind, the Operations Team will undertake a Display Screen Equipment (DSE) Workstation assessment with every employee to ensure the physical environment is correct for the employee and to stress the important of taking regular breaks. This will be reviewed annually but employees are encouraged to raise any concerns whilst employment if anything changes between assessments.
- 4.2. Lancashire Mind asks employees to co-create a Wellbeing Action Plan (WAP) with their line manager to highlight any factors that may affect an employee's wellbeing whilst in employment. This enables the organisation to notice any indicators of poor physical and mental wellbeing, stress and how to support the employee in times of poor health. \*Please see appendix A for the Lancashire Mind WAP template
- 4.3. Lancashire Mind encourages a group of employees to volunteer as Wellbeing Champions for the organisation. Wellbeing Champions are trained to understand their role and the boundaries of the support they can and should offer. \*Please see appendix B for the role description for Wellbeing Champion
- 4.4. Wellbeing Champions are given time during work hours for wellbeing chats, meetings and to plan wellbeing events.
- 4.5. Wellbeing Champions provide opportunities for employees, volunteers and trustees to look after their mental and physical wellbeing, for example, through a physical activity, stress-buster activities and social events. Lancashire Mind allow employees and volunteers time during their working hours to attend these events.
- 4.6. Lancashire Mind offers employees two paid half day events solely dedicated to wellbeing and allows all paid employees time from their working hours to attend these events and any other wellbeing activities provided by the champions.
- 4.7. Lancashire Mind will circulate wellbeing surveys bi-annually. The results of these surveys are anonymous and key themes are given to the Senior Management Team for an organisational Wellness Action Plan to be developed and shared with the staff team. Results, actions and initiatives will be shared at full team meetings and via email/Yammer.
- 4.8. Lancashire Mind routinely identify workplace stressors by asking employees to take part in an HSE satisfaction survey and conducts risk assessments to eliminate stress or control the risks from stress. These risk assessments will be regularly reviewed.

4.9. Employees who work in a role which increases the risk of their emotional wellbeing being affected will be offered group supervision with an external Solutions Focussed coach. For example, Wellbeing Coaches or Tenancy Management Workers who work one-on-one with people suffering from poor mental health may deal with upsetting disclosures or simply need to discuss common stresses associated with their role. These group sessions provide an independent and safe place where staff members can receive unbiased support. They are designed to help develop knowledge, skills and confidence and provide employees with time for reflection, the exploration of feelings and the development of new approaches.

4.10. Peer mentoring is the two-way supportive relationship of two (or more people) working at the same level in an organisation, or closely related organisations. At Lancashire Mind we encourage peer mentor support in the workplace as an effective way to enable employees to manage their mental health and wellbeing.

4.10.1. When used appropriately, peer support enables employees to talk to others with a share experience through building relations which will help to

- Provide a safe space to reflect on work practice outside of formal supervision
- Help develop leadership skills
- Help develop coaching skills
- Help make decisions – both in terms of when to self-authorise in role and when to escalate through the management structure

4.10.2. Peer mentoring relationships are not intended to:

- Replace regular line management supervision
- Become a therapeutic space or relationship
- Be too informal or not confidential

And Peer mentors will be expected to have adult conversations about what is appropriate and manage the issues that they bring.

4.11. Lancashire Mind offers employees and volunteers flexible working with a view to enable work/life balance and reduce stress.

4.12. Lancashire Mind will provide new employees, volunteers and trustees with a comprehensive induction programme to provide clear understanding of the organisation, the established policies and procedures, and the role they are expected to carry out.

4.13. Lancashire Mind ensure that all employees, volunteers and trustees have clearly defined role descriptions, objectives and responsibilities and strive to provide them with consistent and fair management support, appropriate training and adequate resources to do their role.

4.14. Lancashire Mind gives employees and volunteers the opportunity to influence how they fulfil their roles within the scope of the service and opportunities to develop and fully utilise their skills.

- 4.15. Lancashire Mind set employees, volunteers and trustees realistic targets that should not require them to work unreasonable hours. If an employee is required to work overtime on the odd occasion, there is official guidance to take back any TOIL accrued. \*Please see appendix C
- 4.16. If it becomes apparent that an employee is unable to fulfil their role within realistic work hours due to working excessive overtime, the capability policy will be referred to in order to initially and informally investigate if it is the ability of the employee or the expected workload leading to. Through this investigation, if it becomes clear that the workload expected is too great, the employee's line manager will offer support and delegate work to others with lesser workloads/hire for a support role if needed in order to make their role manageable.
- 4.17. Lancashire Mind encourages communication and value the input of the team. Any large decisions, such as policy making, will be put to employees, volunteers and trustees for consultation in working groups, team meetings, subcommittee meetings and surveys. Employees, volunteers and trustees are encouraged to raise ideas outside of these official meetings if they have any suggestions to improve the services delivered by the organisation or the workplace environment.
- 4.18. Lancashire Mind aims to give non-judgemental and proactive support to employees, volunteers and trustees who experience poor mental or physical health whilst working for the organisation.
- 4.19. Lancashire Mind will ensure that any employees, volunteers and trustees suffering from poor mental or physical health are treated fairly, consistently and feel supported. An assessment in collaboration with an employee will be completed through a Support Meeting, to consider any reasonable adjustments to enable an employee to successfully carry out their role and responsibilities whilst employed at Lancashire mind. This may be for a fixed period following a long term illness or permanent change in terms and conditions where a member of staff has a disability or long term health condition that is covered under the Disability Discrimination Act 2010. \*See Appendix D Support Assessment Meeting template.

Reasonable adjustments may include:

- 4.19.1. Whether an external and independent occupational health assessment or other specialist advice or support is necessary and deemed appropriate by their line manager and the CEO in cases of poor physical or mental health.
- 4.19.2. Considering a phased return to work and a full review procedure on progress, in cases where there has been long-term sickness absence relating to poor physical or mental health.
- 4.19.3. Considering suitable alternative employment where possible, if an employee is unable to undertake their current role due to poor physical or mental health and identified risks, in full discussion and agreement with the employee.
- 4.19.4 Any other support, equipment or training required to make reasonable adjustments.
- 4.20. Lancashire Mind will treat all matters relating to individual employees, volunteers and trustees and their poor mental or poor physical health in the strictest confidence and share on a 'need to know' basis only with consent from the individual concerned.

- 4.21. Lancashire Mind are committed to showing a positive and enabling attitude to employees and job applicants who suffer with poor mental health. This includes having positive statements in recruitment literature to encourage applications from those with lived experience.
- 4.22. Lancashire Mind ensure that all employees involved in recruitment and selection are briefed on mental and physical health issues and the Equality Act 2010. The aim is to ensure that anyone with disabilities including people who are experiencing/have experienced poor mental health will not be discriminated against and that any disclosure will enable both the employee and employer to assess and provide the right level of support or adjustment.
- 4.23. Lancashire Mind promote a workplace that is free from bullying, harassment and discrimination with the view of a culture of openness, acceptance and positive mental wellbeing. Anyone who is found to not treat others with respect will be investigated in line with the Disciplinary Policy and Procedure.

## **5. Responsibilities**

**5.1.** It is the responsibility of:

### **5.1.1. Lancashire Mind**

- a) To ensure that the policy and procedures are readily available to all staff, volunteers and trustees
- b) To provide support and guidance to managers on applying the policy by ensuring that all line managers have information and training about managing mental health in the workplace
- c) To monitor and review the implementation and effectiveness of the policy
- d) To provide adequate resources to enable managers and wellbeing champions to implement the policy and procedure

### **5.1.2 Managers**

- a) To implement the policy
- b) To support staff, volunteers and trustees to understand and correctly follow the policy

### **5.1.2. Staff, volunteers and trustees**

- a) To understand the workplace wellbeing policy and follow procedural guidelines

For related policies and procedures including the Health and Safety, Equality & Diversity, Recruitment and Capability policies, look in the Policies folder on Lancashire Mind's SharePoint site in Office 365.

## Appendix A



### Wellness Action Plan (WAP) for staff

1. What helps you to stay mentally healthy?

2. What can your supervisor do to support you to stay mentally healthy whilst you are at work?

3. Are there any situations when you are at work that can trigger poor mental health for you?

4. How might poor mental health impact on your role?

5. Are there any early warning signs that we might notice when you are starting to feel mentally unwell?

6. What support could be put in place to minimise triggers or to support you to manage

7. If we notice early warning signs that you are feeling unwell – what should we do? (Include names and contact numbers of anyone you would like us to contact if you become unwell)

8. What steps will you take if you start to feel unwell?

9. Is there anything else you would like to tell us about how we can help you to stay mentally healthy whilst you are at work?

10. Create your own Five Ways to Wellbeing. How will you:

Connect:

Stay Active:

Give:

Keep Learning:

Take Notice:

11. If you have a long-term physical health condition, we appreciate that this can not only affect your physical health but also your mental wellbeing.

How may this impact your role?

How do you manage this?

How can we support you?

Staff name:

Staff supervisor:

Date:

Date to be reviewed:

## Appendix B

### Role Description - Wellbeing Champion

- Be a champion for wellbeing messages in the workplace, encompassing Lancashire Minds vision, mission and organisational objectives, i.e. embedding the 5 ways to wellbeing, building resilience, challenging stigma.
- Be familiar with internal and local external provision to promote and support mental wellbeing.
- Be a non-emergency point of contact for internal enquiries relating to wellbeing.
- Offer wellbeing chats where members of staff can receive peer support from a wellbeing champion. \*
- Promote wellbeing via an office notice board, internal communication (email & Yammer) and occasional sessions at team meetings.
- To develop & promote wellbeing activities for all staff.
- Signpost colleagues appropriately in line with safeguarding and other organisational policy and procedures. \*\*
- Access additional training where appropriate.

\* Before an employee seeks a wellbeing chat from a Champion, they should ask if they have the mental capacity to support them. Wellbeing Champions are voluntary and can also face periods of stress and poor mental health. It is important to ensure that their wellbeing is good before any chat takes place.

\*\* If it becomes apparent that an employee, volunteer or trustee has an issue with line management or a grievance with the organisation, the Wellbeing Champion will encourage them to first speak to their line manager/another member of management. If this doesn't have the desired outcome, the Champion will signpost the employee, volunteer or trustee to the Grievance or Whistleblowing policy and procedures as

this is not the intended remit for employees volunteering with Wellbeing Champion programme or a constructive outlet.

Although wellbeing chats are confidential, if Wellbeing Champions notice a recurring theme, they may raise concerns with Senior Management whilst anonymising those who have raised individual concerns. This is with the view to highlight any departmental conditions that are affecting numerous employees to be addressed to improve overall workplace wellbeing. Any disclosures which are safeguarding concerns will be raised in line with the Safeguarding policy and procedural guidelines.

## Appendix C

### Time Off in Lieu Procedure

On occasions, the hours worked by employees may exceed their contracted hours. This may be due to: evening meetings, weekend work, planned events, or there may be an occasional unplanned yet urgent need to extend the working day. We realise that it isn't always possible to avoid working more than your contracted hours in a week so Lancashire Mind also operate a time off in lieu (TOIL) scheme.

- Time of in Lieu (TOIL) allows staff to build up time owed and take it back as one block.
- Where possible, you should consider using flexi-time to undertake work outside normal working hours (see Flexible Working Policy)
- TOIL can be accrued and used in blocks of 30 minutes.
- There must be a clear, work-related reason for working more than your contracted hours each week.
- Where possible, flexi-time should be considered (see flexible working policy).
- If you know in advance that you are going to be working more than your contracted hours, for example, staffing an activity that takes place on a weekend or working on an evening to complete a report, you must notify your line manager beforehand by email.
- If something unexpected happens that causes you to work more than your contracted hours, for example, a meeting/activity overruns, you must notify your line manager as soon as possible afterwards.
- TOIL can't be accrued and banked for the purpose of requiring time off at a later date - it has to be because working extra hours was unavoidable.
- The organisation reserves the right to refuse, without explanation, to agree to retrospective TOIL.
- If you are required to travel to a location outside Lancashire and this results in an earlier than usual start or later end to your working day, resulting in a working day longer than 7 hours (or longer than your contracted daily hours) you can claim time back.
- If you are working whilst you travel, e.g. on the train, this is classed as part of your working hours and cannot be taken back as TOIL.

- It's worth noting that you can also choose to take longer at lunchtime, up to 90 mins, but **must** take at least 30 minutes in any 6 hour working day. You cannot work through lunch and finish early, unless you are working less than 6 hours, in which case there's no legal requirement for a break.
- As with normal working days, it is not acceptable to work under the influence of alcohol, therefore if you wish to drink at an event you are attending or on journey you are making in relation to your work, this would no longer be classed as working but as a social activity. Time cannot be claimed back on these occasions.
- If you are required to stay overnight due to work activities, travel expenses, commute and work time can be claimed back by TOIL if it takes you over a normal 7 hour working day.
- Staff are encouraged to use TOIL to achieve a work life balance so should not build up more than seven hours before taking time back and it should be taken back within a month of being accrued.
- Line managers can use their discretion to allow a staff member to accrue up to 14 hours and to be allowed two months in which to take time back.
- TOIL should be taken at the start or end of a day. At least one working days' notice must be given but the more notice you can give, the more likely it will be that your TOIL will be approved.

### **Requesting and recording TOIL**

- When you notify your line manager by email that you have accrued TOIL, they will add this to the TOIL Tracker spreadsheet, which you can view at anytime. The spreadsheet will calculate any TOIL taken and any remaining TOIL you have.
- To request to take TOIL, please email your line manager with details of the number of hours you are taking and the date and time that you plan to take it and how much.
- Your line manager will then reply to approve or deny the TOIL and update the TOIL spreadsheet and you will be able to view how much TOIL you have remaining.

## Appendix D

### Support Meeting template to discuss reasonable adjustments

The purpose of this Support Meeting is to ensure that all reasonable adjustments and support has been considered to enable the employee to be able to return to their full duties after a period of ill health within a reasonable time frame. This is a collaborative process between line managers and the member of staff, a head of department may also support this process. A member of staff can bring in a colleague or a trade union representative for support.

Reasonable adjustments can be suggested by both the employer or employee, any changes to the role, responsibilities work patterns or hours, plus any additional equipment that may be purchased will be made

in order to remove or reduce any disadvantage relating to a disability when doing a job. This may include self-help and recommended support e.g. physiotherapy, counselling, coaching.

Any reasonable adjustments requested will be considered by the employer taking the following into account;

- That the adjustment will help remove or reduce the disadvantaged the employer may face in doing their job
- Is practical to make
- Is affordable
- Whether it may cause harm to others within the organisation

If the organisation considers a request for adjustments is justifiably unreasonable, we will inform the employee of the reasons why and explore other options wherever possible.

For guidance on reasonable adjustments, visit the ACAS website <https://www.acas.org.uk/reasonable-adjustments>

Role activities (from job description and objectives)	What's being done effectively now?	What is expected for the role? (from job description and objectives)	Support/Action/Reasonable Adjustments Agreed (*Note if already in place)

**Further advice & action**

Describe any reasonable adjustment or support currently in place not covered above and whether arrange by Lancashire Mind or employee.

Any other agreed action/support to be arranged and by who? Include any timescales

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<b>Any other comments?</b>
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**Signed and date**

<b>Manager</b> Name: Role: Signature: Date:
<b>Employee</b> Name: Role: Signature: Date:

<b>Next Review date:</b>
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