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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 supervisions are designed to give employees an outlet and to discuss trends within their work with others who have shared experiences and to discuss coping methods.
- 4.10. Lancashire Mind encourages peer support in the workplace and recognises that it is an effective way in which employees can manage their wellbeing and mental health. When utilised appropriately, peer support enables employees to talk to others who have a shared experience. Employees are asked to ensure that their colleague is asked if they themselves have the mental headspace to engage in any peer support chats before they begin.
- 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 and consistently and feel supported.

- 4.20. Lancashire Mind will organise consultation with external occupational health and provide additional support if necessary and deemed appropriate by their line manager and the CEO in cases of poor physical or mental health.
- 4.21. In cases of long-term sickness absence relating to poor physical or mental health, Lancashire Mind will encourage a graduated return to work.
- 4.22. If an employee is unable to undertake their current role due to poor physical or mental health and identified risks, Lancashire Mind will make every effort to identify suitable alternative employment, in full discussion with the employee.
- 4.23. 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.
- 4.24. 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.
- 4.25. 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.
- 4.26. 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 of in Lieu (TOIL)

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 of in lieu (TOIL) scheme. This allows staff to build up time owed and take it back as one block. TOIL can be accrued and used in blocks of 30 minutes. There must be a clear, work related reason for working more than 35 hours per week.

EXAMPLE: A member of staff had a 9am meeting on Wednesday they can't start at 10am so will work 36 hours. The hour that they are then owed is accrued as TOIL.

If you know in advance that you are going to be working more than your contracted hours, for 14 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. 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. The organisation reserves the right to refuse, without explanation, to agree to retrospective TOIL.

If you are required to travel outside of Lancashire and this results in an earlier than usual start or end to your working day then you can claim time back. For example, if you have a meeting in London 10am to 3pm, you might start working on the train at 7am and work on the return journey that gets you back into Lancashire for 6pm, this would be a 11-hour day, minus at least 30 minutes for the time you've taken for lunch. If it isn't possible to use flexible working to take this time back in the same week then you can accrue TOIL.

On the same occasion, you might want to stay longer in London to have a couple of hours after your meeting ends to go shopping or have a meal and don't plan to work on the return journey – this is fine, but your working day would end when the meeting ends.

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.

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. When you want to take TOIL, it must be requested in writing by emailing your line manager and copying in adminworkers@lancashiremind.org.uk, stating the number of hours you are taking, the date and time that you plan to take and how much, if any, time you have remaining to take. Your line manager will then reply to approve or deny the TOIL and the Operations Team will record it.

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.