

Position responsible: CEO

Issue Date : January 2022

Approved by: ELT

Review Date : January 2023

Related Documents	Managing Stress at Work Policy Dignity at work Policy Equal Opportunities Policy Recruitment Policy Alcohol & Drug Misuse Policy Health & Safety Policy Flexible Working Policy Hybrid working Policy
Further information	The McQueen Charter http://www.hse.gov.uk/stress/standards/index.htm www.mind.org.uk/workplace/mental-health-at-work/taking-care-of-your-staff/useful-resources NICE Guidance – Mental Wellbeing at Work (PH22) NHS Employers - http://www.nhsemployers.org/your-workforce/retain-and-improve/staff-experience/health-work-and-wellbeing/the-way-to-health-and-wellbeing

This document is the intellectual property of Magpas

1.0 Framework Overview

- 1.1 The organisation is committed to providing a healthy working environment and improving the quality of working lives for all staff. Our wellbeing framework aims to support our vision, values and beliefs.
- 1.2 This framework describes our commitment to the mental health and wellbeing of staff in its broadest, holistic sense, setting out how the organisation fulfils its legal obligations, the responsibilities of managers and others for maintaining psychological health, health promotion initiatives and the range of support available to help staff maintain health and wellbeing.
- 1.3 It is our ultimate goal to improve the health, safety and wellbeing of all staff and to prevent ill health, for the overall benefit of staff and the organisation. This encompasses the physical, mental and social health of staff.
- 1.4 Through the integration of wellbeing in all work activities and practices, a positive environment can be created that is compatible with promoting staff engagement, performance and achievement. Working in partnership with all areas of the organisation with a common interest in promoting a culture of wellbeing is key to the success of this framework.
- 1.5 This framework supports and is aligned with other organisational policies listed above (see related documents), which offer further guidance to staff in relation to health and wellbeing including but not limited to the importance of managing conflict effectively and ensuring the workplace is free from bullying and harassment and discrimination, effective people and performance management, all of which are underpinned by the promotion of a culture of open and clear communication across the organisation.

2.0 Objectives

2.1 The organisation's wellbeing objectives are to ensure that:

- Staff and managers are provided with effective and appropriate support for managing stress in themselves and in others;
- Managers are trained in recognising and addressing concerns of staff with mental health and other wellbeing issues;
- Risk assessments are undertaken to identify workplace stressors and other inhibitors to staff wellbeing and to control the risks identified from these assessments;
- There are adequate resources to enable managers to implement any action plans in order to address mental health and wellbeing issues.
- Staff are given appropriate support and guidance to recognise their responsibility to raise concerns when they think work and/or personal pressures may be affecting their wellbeing or that of colleagues; and that
- There are effective systems to monitor and report ill health absence, to identify instances relating to stress and to propose action as a result of that monitoring.

3.0 Organisational position and legal responsibilities

3.1 The organisation has a legal duty of care to staff to ensure good health at work, as set out in the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999. We will ensure that our policies and practices reflect this duty and review the operation of these documents at regular intervals.

3.2 This framework forms part of the organisation's general Health and Safety policy arrangements as well as contributing to the promotion of good health and wellbeing. In addition to reducing safety risks, the organisation will operate in a way that minimises harm to staff mental health, for example by ensuring that the demands of roles are acceptable and having policies and procedures in place to support individuals experiencing mental ill health.

3.3 The organisation will put in place measures to prevent and manage risks to staff wellbeing, as well as provision of appropriate training and individual support. It will also seek to foster a mentally healthy culture by incorporating the Framework objectives into management training and by running regular initiatives to raise awareness of mental health issues at work.

3.4 The organisation will also work to reduce stigma around mental health by providing an environment in which it is acceptable to confidently and proactively discuss concerns around wellbeing and mental ill health.

3.5 Magpas supports two 'Wellbeing Days' for each employee per year. Wellbeing Days are intended to provide staff with the opportunity to book dedicated time-off to recharge and/ or just take care of themselves. They may choose to rest at home or go out, to break away from the normal activities of their week. Requests to take a Wellbeing Day can be made in discussion with your line manager and booked via the People HR System, under Other Events.

4.0 Responsibilities

4.1 All staff members have a responsibility to comply with health and safety measures instituted by the organisation. The following people will have involvement as follows:

4.2 Trustee Board is responsible for:

- Promoting wellbeing throughout the organisation and considering it in the decisions it takes.
- Supporting the resourcing of staff wellbeing.
- Promoting a culture of participation, equality and fairness that is based on open communication and inclusion.
- Receiving and acting on wellbeing reports from the Executive Leadership Team.

4.3 Executive Leadership Team is responsible for:

- The engagement of management at all levels in the importance of managing staff wellbeing.
- Accountability of the organisation's health, behaviour and performance.
- Allocation of appropriate resources to enable managers to deliver the agreed strategy proactively, use of the counselling service and health referrals for expert opinion.
- That the identified proactive initiatives, behaviours, systems and policies are embedded in the culture of the organisation.
- Driving the framework collectively.
- The CEO, Medical Director and HR Department have an overriding responsibility to monitor delivery and alert the Executive Leadership Team to any concerns.

4.3 Managers are responsible for:

- Risk assessing stress and implementing necessary control measures to prevent harmful stress and consider necessary support mechanisms.
- Recognising that staff may have personal life experiences that may make them vulnerable to pressures at work, which may temporarily influence their work performance.
- Assisting and supporting staff who are experiencing mental ill health or are experiencing stress outside work e.g. due to bereavement or separation.
- Familiarising themselves with the Dignity at Work Policy concerning bullying and harassment, tackling inappropriate behaviour and language and ensuring that staff are aware that this is not tolerated by the organisation.
- Creating a culture that when problems arise they are quickly identified and appropriate action can be taken to support the individual.
- Effective recruitment, staff development and training.
- Ensuring that roles are designed fairly and work allocated appropriately between roles.
- Monitoring workload and holidays in relation to health and work.
- Ensuring that staff know who to approach with problems concerning their role.
- Implementing effective return to work meetings following staff illness/absence from work.
- Ensuring effective communication concerning organisational and procedural changes.

4.3 Staff members have a responsibility to:

- Proactively identify occasions when they may be suffering from health and wellbeing problems or struggling to cope with matters regardless of whether the issues are work-related, personal or due to external factors, and alert their manager or HR to these.
- Manage their own health and wellbeing, by adjusting their lifestyles where necessary and informing the organisation if they believe work or the work environment poses a risk to their health.
- Avoid causing health and wellbeing problems for other staff, including acting in accordance with the Dignity at Work Policy.
- Positively and proactively engage in one to one supervision and appraisal sessions, raising any concerns about their work environment with their manager.
- Take advantage of opportunities for counselling and training when recommended, to include making use of the Employee Assistance Programme.

4.4 Human Resources (HR) will:

- Provide support and guidance to managers and staff on the implementation of the Wellbeing Framework.
- Organise training and awareness courses on mental health and wellbeing in conjunction with suitable experts.
- Advise, guide and support managers in carrying out stress and or wellbeing risk assessments.
- Support staff experiencing stress and advise them and their managers of the available assistance.
- Make referrals to the Occupational Health Service and other relevant professionals in accordance with our Sickness Absence Policy.
- Support managers to raise staff awareness of the importance of work/life balance.

5.0 Additional support

5.1 The organisation's efforts concentrate on the promotion of good health and wellbeing and include the provision of support services and procedures as appropriate, including:

5.2 Wellbeing Champions

5.2.1 The role of the wellbeing champion is to support this framework, by listening, reassuring and responding to staff/individuals, even in a crisis - and even potentially stop a crisis from happening. Using their knowledge they will use their skills to encourage colleagues to access relevant and appropriate health and wellbeing services available to them.

5.2.2 Our wellbeing champions are qualified Mental Health First Aiders (MHFA), equipped with the skills to:

- Understand common mental health issues;
- Spot the signs and symptoms of mental ill health;
- Provide initial help; and
- Guide individuals to appropriate support.

5.3 Occupational health support

5.3.1 An occupational health service is available, service provision includes:

- New starter health screenings
- Sickness absence support and management
- Health surveillance
- Health & Wellbeing

5.3.2 For details of additional services, further information and/or referral speak to, your line manager, HR, a member of the ELT, the CEO and/or the Medical Director.

5.3.3 A referral to the occupational health service will be made if this is considered appropriate after the individual has had an initial discussion with his/her manager or HR. Discussions between individuals and the occupational health professionals are confidential, although the occupational health team is likely to provide a report on the individual's fitness to work, and any recommended adaptations to the working environment, to HR.

5.4 Employee assistance programme (EAP)

5.4.1 All staff and their immediate family have access to the free and confidential Employee Assistance Programme (EAP), an external 24/7 service provided by Health Assured, and are encouraged to make use of this specialist service, which includes:

- Telephone support and counselling
- Face-to-face counselling
- Serious illness and accident support
- Online Health Portal – www.healthassuredeap.co.uk
- Health and wellbeing information
- Financial issues including debt
- Family and relationship matters

5.4.2 Contact details of the service can be found at the end of this document.

5.5 Wellbeing Assessments

5.5.1 Individual emotional wellbeing assessments are offered to staff on an annual basis and/or as required depending on the relevant circumstances. The assessments will be administered by a qualified mental health coach/counsellor to assess individual emotional wellbeing through a one to one session, with the provision of constructive and supportive feedback. The assessment will remain confidential and will include signposting to support services as appropriate.

5.6 Other measures available to support staff in maintaining health and wellbeing include:

- Procedures for reporting and handling inappropriate behaviour (Dignity at Work Policy);
- Associated skills training to support staff (e.g. stress management, handling difficult conversations, traumatic incidents at work)
- Work/life balance options (via family friendly policies)
- Special leave arrangements;
- Opportunities for flexible working;
- Support for staff with disabilities
- The organisation's grievance policy.

6.0 Health promotion initiatives

6.1 The organisation offers a range of health promotion initiatives designed to raise awareness of health and lifestyle issues affecting mental health and wellbeing. The CEO, Medical Director and HR will have primary responsibility for leading these programmes, managers and staff are encouraged to participate. These programmes will be evaluated to determine their effectiveness. The programmes will cover:

- stress management
- developing emotional resilience
- anti-stigma messaging
- lifestyle behaviours
- physical activity and fitness

7.0 Hybrid working

7.1 The organisation offers hybrid working. Hybrid working can bring benefits and flexibility to some employees but can also present challenges. A Hybrid Working policy is in place for staff that provides specific guidance and support.

8.0 Monitoring and review

8.1 The CEO, Medical Director, ELT and HR are responsible for reviewing this framework and monitoring how effectively the aims and objectives are met. Indicators to measure effectiveness will include:

- Review of sickness absence data
- Staff surveys i.e. staff engagement
- Exit interview feedback
- Turnover data
- Dignity at Work cases
- Introduction of new wellbeing initiatives
- An audit of the number of risk assessments carried out
- Implementation of outcomes from risk assessments
- Awareness and usage of the available support services

8.2 This framework will be reviewed on an annual basis to ensure its relevance.

9.0 Key contacts and resources

- Employee Assistance Programme (EAP) provided by Health Assured - Free 24 hour – 0800 030 5182, www.healthassuredeap.com
- First Response service 111 option 2
- Samaritans: 116 123 (free call)
- CPFT talking therapies self-referral: 0300 300 0055
- CPSL Mind: 01223 311320
- Mind Blue Light: 0300 303 5999