

## Health & Wellbeing Policy

Prepared:	May 2019	Prepared by:	Amy Sheenan Daly, Ops Manager	Issued:	20/08/19
Approved:	08/08/19	Approved by:	People & Governance Subcommittee	Ratified:	15/08/19
Reviewed:	January 23	Revised on/by:	Rachel Whippy, Head of Operations	Next review due:	Jan 2027

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## A. Policy

### 1. Purpose

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:

1.7.1 Providing a work environment that promotes and supports mental and physical wellbeing for all employees.

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

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

1.8 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:

1.8.1 Transparent recruitment practices.

1.8.2 Making reasonable adjustments.

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

1.9 The Health & Safety at Work Act (1974) and the Equality Act 2010 requires Lancashire Mind to have a duty of care to ensure employees' health, safety and wellbeing and provide support where reasonably practicable. This includes.

- making sure the working environment is safe
- protecting staff from discrimination
- completing risk assessments

## 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, full or part time, temporary or permanent
- trainees
- agency workers
- volunteers and trustees

## 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 wherever 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. Display Screen Equipment assessments

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. Wellbeing Action Plans & Work Health Questionnaires**

Lancashire Mind asks employees to co-create a Wellbeing Action Plan 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.

\*See appendix A

Work Health Questionnaires should be carried out at the beginning of employment by the employee, or at any stage where a health issue may impact on work activities, to help establish whether any reasonable adjustments are required.

\*See appendix B

#### **4.3. Wellbeing Champions**

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 C for the role description for Wellbeing Champion

4.3.1 Wellbeing Champions are given time during work hours for wellbeing chats, meetings and to plan wellbeing events.

4.3.2 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, newsletters and social events. Lancashire Mind allow employees and volunteers time during their working hours to attend these events.

#### **4.6. Wellbeing Social Events**

Lancashire Mind offers employees two paid half day events solely dedicated to wellbeing each year 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. Wellbeing Surveys**

Lancashire Mind Wellbeing Champions circulate wellbeing surveys bi-monthly. The results of these surveys are anonymous and key themes are given to the Senior Management Team who will use this in planning and procedural development through the monitoring and implementation of Key Assurance Indictors and review of the KAI implementation plan. Results, actions and initiatives will be shared at full team meetings and via email.

#### **4.8. Identifying and addressing Workplace Stress**

Lancashire Mind routinely identifies workplace stressors by:

- asking employees to take part in a satisfaction surveys annually, which assess psychological wellbeing.
- carry out individual stress risk assessments for people experiencing work related stress.
- regularly monitor and review the Organisational Stress Risk assessment (annually) based on learning from the above.
- collaborate with employees and members of the Health & Safety Working Group on addressing stress risk factors within the workplace.

#### 4.9. External Supervision

Employees who work in a role which increases the risks of their emotional wellbeing being affected will be offered group supervision with an external qualified Supervisor. 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. Informal peer support

Lancashire Mind encourages informal peer support between line managers and a buddying system for all staff, to encourage positive and effective working relationships and provide a safe space outside of formal supervisions. Staff involved with informal peer support will be expected to have adult conversations about what is appropriate and manage the issues that they bring.

#### 4.11 Employee Assistance Programme (EAP)

Lancashire Mind provides all employees access to an EAP. Your line manager should discuss this with you during your induction.

- Staff can access the EAP services online or through an app on their personal mobile or device. The service is completely free, impartial and confidential.
- The helpline is available 365 days a year 24/7.
- The service provides counselling sessions, staff can self-refer or ask a manager to do this for them.
- The EAP provides wellbeing self-help, advice, awareness and information on many subject areas including managing wellbeing at work and on personal matters, such as relationships and legal matters.

Our current provider is Health Assured. Details on how to access this service can be found on SharePoint > EAP Staff Guidance.

#### 4.12. Annual leave, flexible working and special leave

4.12.1 Lancashire Mind offers extra annual leave entitlement to the statutory minimum to help support the wellbeing of the team.

- All Lancashire Mind staff are entitled to 25 days annual leave, plus 3 days leave during the office closure at Christmas (by agreement of trustees) and bank holidays (pro-rata for part time staff).
- Staff with at least 3 years' service are entitled to long-service leave, 1 day (pro-rata) for each year up until 5 years (from April 2024).
- All staff are entitled to a half day Wellbeing day of 3.5 hours.
- Staff are eligible to buy and sell leave within their current leave year after completion of their probation (from April 2024).

\*For full details, please refer to the Annual Leave policy and procedure in SharePoint.

4.12.2 Lancashire Mind offers employees and volunteers flexible working with a view to enable work/life balance and reduce stress. The organisation also offers compassionate, emergency and bereavement leave to support staff.

\*Please see Flexible Working and Compassionate, Emergency & Bereavement Leave policies in SharePoint.

#### 4.13 Mindful Employer Charter

Lancashire Mind has signed the Charter for Employers Positive about Mental Health and are committed to creating a supportive and open culture, where colleagues feel able to talk about mental health confidentiality, and aspire to appropriately support the mental wellbeing of all staff. We have made the commitment to:

- Provide non-judgemental and proactive support to staff experiencing mental ill health.
- Not make assumptions about a person with a mental health condition and their ability to work.
- Be positive and enabling towards all employees and job applicants with a mental health condition.
- Support line managers in managing mental health in the workplace.
- Ensure we are fair in the recruitment of new staff in accordance with the Equality Act (2010).
- Make it clear that people who have experienced mental ill health will not be discriminated against, and that disclosure of a mental health problem will enable both the employee and employer to assess and provide the right level of support or adjustment

#### 4.14. Induction Learning

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.

#### 4.15. Role descriptions and Objectives

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. The organisation works collaborative with employees and volunteers to identify opportunities to influence how they fulfil their roles within the scope of the service and fully utilise their skills.

\*Please see Performance Management Policy and Procedures and the Performance Management System in SharePoint.

#### 4.16. Time off in Lieu

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 extra on the odd occasion, there is official guidance to take back any TOIL accrued.

\*Please see appendix C Time of in Lieu Guidance

4.17. If it becomes apparent that an employee is unable to fulfil their role within realistic work hours due to working excessive extra hours, the capability policy will be referred to in order to initially and informally investigate if it is the capability of the employee or the expected workload leading to extra working hours. Through this investigation, if it becomes clear that the workload expected is too great, the employee's line manager will offer support and consider delegating work to others with lesser workloads/hire for a support role if needed in order to make their role manageable.

\*Please refer to the Performance Management Policy & Procedures and the Performance Management System in SharePoint.

#### **4.18. Consultation with staff, trustees and volunteers**

Lancashire Mind encourages communication and values 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.

#### **4.19. Reasonable Adjustments**

4.19.1 Lancashire Mind will ensure that any employees, volunteers and trustees suffering from poor mental or physical health are given proactive and non-judgemental support, treated fairly, consistently and feel supported.

4.19.2 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.

4.19.2 Line managers will complete an individual risk and/or stress risk assessment with an employee or volunteer where work related stress has been identified.

See Appendix D Support Assessment Meeting template.

See Appendix E Individual Stress Risk assessment and F Personal Risk Assessment

4.19.3 Reasonable adjustments may include:

- 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.
- 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.
- 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.
- Any other support, equipment or training required to make reasonable adjustments.

#### **4.20. Confidentiality**

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. Recruitment**

4.21.1 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.

4.21.2 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.

4.21.3 Lancashire Mind is a Disability Committed Employer and ensures that the recruitment selection process is accessible, inclusive and non-discriminatory. Candidates that declare that they have a disability during the shortlisting process and who meet the essential criteria, will be offered an interview wherever practicable and appropriate.

\*See Recruitment Policy and Procedures in SharePoint.

4.22. 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 Bullying, Harassment and Discrimination Policy\* and/or the Disciplinary Policy and Procedure\*.

\*See SharePoint for relevant policies

## 5. Responsibilities

5.1. It is the responsibility of:

### 5.1.1. Lancashire Mind CEO

- 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 and appoint a wellbeing lead on the senior management team.
- b) To support staff, volunteers and trustees to understand and correctly follow the policy.
- c) To ensure employees and volunteers raise awareness of this policy and the support available during induction, training and supervision.

### 5.1.2. Staff, volunteers and trustees

- a) To understand the workplace wellbeing policy and follow procedural guidelines.
- b) to raise wellbeing issues with their line manager or other senior manager.
- c) to request support when needed and encourage colleagues to do the same.

#### **Related policies and procedures available in SharePoint:**

Health and Safety  
Equality, Diversity & Inclusion  
Health & Safety  
Recruitment Policy and Procedures  
Volunteer  
Performance Management  
Performance Management System  
Bullying, Harassment & Discrimination  
TOIL guidance



## Appendices

**NOTE:** all the most up to date forms are available in People Management Teams and should be downloaded from there

### 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:

**Employee Work Health Questionnaire**

Full Name:

Job Title:

Date employment started:

Form completed on (date):

Name and address of GP:

The purpose of the questionnaire is:

- to determine whether any adjustments are required to assist you in fulfilling your role
- to assess whether the role may affect your health and make recommendations to reduce this risk where necessary

In order that the Lancashire Mind can comply with its obligations under the Equality Act 2010 we would ask that you advise us of any health conditions or disabilities that may affect you. This is to enable us to:

- identify any support needs you may have and ensure that, where appropriate, any reasonable adjustments to your work/workplace/hours etc are in place at the start of your employment.
- Consider the need for a risk assessment
- Assess a change in your needs in relation to a new health issue that emerges during you employment

Please answer the questions below as fully as possible. The information you provide will be stored confidentially and only shared, where appropriate, with your permission. In some cases, we may need you to undergo an occupational health assessment.

**Section A**

Please answer yes or no to the following questions:

1.	Do you have a known health condition or disability?	
2.	Do you have a health condition or disability that may affect your ability to carry out your role or perform it safely?	
3.	Are you having or waiting for treatment or investigations of any kind at the present time? a. Could this treatment or investigation, or any potential diagnosis, impact on your ability to carry out your role or perform it safely?	
4.	Are you taking, or will you be taking, any medication which might affect your capacity to carry out your role or perform it safely?	
5.	Has a doctor ever advised you not to be exposed to any particular work situation?	
6.	Do you need any special aids or adaptations to assist you at work, including access to/from premises, regardless of whether or not you have a health condition or a disability?	
7.	Have you ever left any previous employment on health grounds or required adjustments to previous roles because of health problems?	

**Section B**

For any of the above questions that you have answered yes to, please provide the following details:

*Example*

Number: 1

Description of health issue: lower back pain

Dates: 2001 to present

How might this affect your ability to carry out your role: I can't sit for long periods of time

What workplace adjustments did you require: a chair with additional lumbar support and frequent short breaks to be able to stand and move around

Number:

Description of health issue:

Dates:

How might this affect your ability to carry out your role:

What workplace adjustments did you require:

Number:

Description of health issue:

Dates:

How might this affect your ability to carry out your role:

What workplace adjustments did you require:

Number:

Description of health issue:

Dates:

How might this affect your ability to carry out your role:

What workplace adjustments did you require:

**Section C**

I confirm that I have answered the above questions to the best of my knowledge and understand that further assessment may be required.

I understand my obligation to inform Lancashire Mind of any changes to my current health.

Name:

Signed:

Date:

**What to do with this form**

Once you have completed this form share it with your line manager and the Head of Operations who may come back to you to discuss the next steps required for any reasonable adjustments.



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.

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

<p>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.</p> <p>Any reasonable adjustments requested will be considered by the employer taking the following into account;</p> <ul style="list-style-type: none"> <li>• That the adjustment will help remove or reduce the disadvantaged the employer may face in doing their job</li> <li>• Is practical to make</li> <li>• Is affordable</li> <li>• Whether it may cause harm to others within the organisation</li> </ul> <p>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.</p> <p>For guidance on reasonable adjustments, visit the ACAS website  <a href="https://www.acas.org.uk/reasonable-adjustments">https://www.acas.org.uk/reasonable-adjustments</a></p>				
	<p><b>Role activities (from job description and objectives)</b></p>	<p><b>What's being done effectively now?</b></p>	<p><b>What is expected for the role? (from job description and objectives)</b></p>	<p><b>Support/Action/Reasonable Adjustments Agreed (*Note if already in place)</b></p>
<p><b>Further advice &amp; action</b></p>				
<p><b>Describe any reasonable adjustment or support currently in place not covered above and whether arranged by Lancashire Mind or employee.</b></p>				

<b>Any other agreed action/support to be arranged and by who? Include any timescales</b>				
<b>Any other comments?</b>				
<b>Signed and date</b>				



**Manager**

Name:

Role:

Signature:

Date:

**Employee**

Name:

Role:

Signature:

Date:

**Next Review date:**

**Stress Risk Assessment - Part A**

*(individual/s to complete\*)*

**Notes to staff:**

- You are **invited\*** to use this form to help you to identify and deal with work-related stress: if you choose to use this form, you're not obliged to share its contents with anybody – however, you can “do your bit” for managing work-related stress by sharing this form (or parts of it) with your manager: if they don't know there's a problem they can't help.
- You don't have to answer every question - only answer those questions that you find **helpful**.
- If you don't feel able to talk directly to your manager about a work-related concern, **ask** a colleague or other representative to raise the issue on your behalf: other sources of advice and support are listed within this form.

*\*even if you choose to fill out this form, you're not **obliged** to show it to anybody – it's your choice!*

**Notes to manager:**

You should offer\* your staff the opportunity to complete a stress risk assessment:

- When a member of staff has been off sick with work-related stress (as part of the **return-to-work** interview).
- Where you believe that an individual or team are likely to be suffering from **work-related** stress.
- Annually, for example during the appraisal process.
- To plan for major **change**.
- You can give this questionnaire out as a **survey** and collate responses or use it as a guide during a **meeting** with an individual or a team – use your judgement about what approach might work best for you and your staff.
- When you and your staff have completed stress risk assessments, develop **action plan/s** using **Part B** of this form with your staff to address any areas of concern and review this on a regular basis.

*\*Please note staff are not obliged to complete a stress risk assessment; it should always be their **choice***

Your name: .....

Service area: .....

Your Manager: .....

Date: .....

**Demands: this includes issues such as workload, work patterns and the work environment**

Do you feel you have just the right amount of work to do? Could you say what work you have too *much/too little* of?

**Guidance:** e.g. Unachievable deadlines, intensive work, neglecting important tasks, short-staffed

**Desired state** = < There is a full complement of staff and vacancies are filled within a “reasonable” time period

Do you take the breaks you are entitled to at work?

<b>Guidance:</b> <a href="https://www.acas.org.uk/working-time-rule">https://www.acas.org.uk/working-time-rule</a> also see Lancashire Mind Health & Wellbeing policy in SharePoint
<b>Desired states</b> = < Where possible, staff have control over their pace of work < Do you provide staff with achievable demands in relation to the agreed hours of work
<b>What training, if any, would help you to do your job?</b>
<b>Guidance:</b> Training does not have to be courses – consider acting up/taking on more responsibilities and duties, projects, problem-solving activity, job rotation, conferences, working with colleagues, coaching/mentoring, reading/research, meetings/working parties/task groups, visits and secondments, out of work activities, networking, leaflets and information packs. You can also access resources on Health assured website or app, Lancashire Mind’s Employee Assistance Programme.
<b>Desired states</b> = < People’s skills and abilities are matched to the job demands <i>and</i> < Jobs are designed to be within the capabilities of employees
<b>Are there any problems with your work environment? If yes, please describe:</b>
<b>Guidance:</b> See LM policies: Health & Wellbeing, Health & Safety in SharePoint
<b>Desired state</b> = < Staff are able to raise concerns about their work environment

<b>Control: how much say you have in the way you do your work</b>
<b>How could you have more say about how your job is done?</b>
<b>How could you be more included in decision-making in the team?</b>
<b>How could you be supported to use your skills to greater effect at work?</b>
<b>Guidance: Health &amp; Wellbeing Policy</b>
<b>Desired states</b> = < Staff are encouraged to use their skills and initiative to do their work <The organisation encourages staff to develop their skills <Where possible, staff are encouraged to develop new skills to help them undertake new and challenging pieces of work

<b>Support:</b> this includes the encouragement, sponsorship and resources provided by your Company, your manager and your colleagues
How could your line manager better support you to do your job?
How could your colleagues better support you to do your job?
Are there any parts of your job that you find especially difficult? – If YES, please describe:
Do you feel you have a healthy work-life balance? If not, how could it be better?
<b>Guidance:</b> Health & Wellbeing Policy, Flexible Working Policy, Performance Management System, Health & Safety policy, Health Assured EAP
<b>Desired state</b> = < Staff feel supported at work, and extra support is provided where the need is identified

<b>Relationships: promoting positive working to avoid conflict and dealing with unacceptable behaviour</b>
How could communication in the team be improved?
If you feel that you are experiencing bullying or harassment at work, what parts of the company “ <i>Prevention of Harassment and Bullying at Work Procedure</i> ” could help?

**Guidance: Bullying, Harassment & Discrimination policy, Learning Management System, Health & Wellbeing Policy, Staff Code of Conduct**

**Desired states =**

- < Employees share information relevant to their work.
- < Staff feel able to ask for help with conflict, bullying and harassment

**Role: ensuring that your role is clear and that you do not have conflicting roles**

**Are you clear about your roles and responsibilities at work? If not, please explain:**

**Do you feel that there is any ambiguity or confusion (role conflict) in your job? If yes, please describe:**

**Guidance: Job Description, Personal Objectives, Health & Wellbeing policy, Performance Management System**

**Desired state =** < The organisation ensures that, as far as possible, the different requirements it places upon staff are compatible.

**Change: how organisational change is managed and communicated**

**How could your line manager better support you during change at work?**

**How could the organisation better support you during change at work?**

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**Guidance: Organisational Change & Redundancy policy, Health & Wellbeing Policy**

**Desired states =**  
 < The organisation provides employees with timely information to enable them to understand the reasons for proposed changes.  
 < Employees are aware of the probable impact of any changes to their jobs.  
 < Employees are aware of timetables for changes.  
 < Employees have access to relevant support during changes and  
 < If necessary, employees are given training to support any changes in their jobs.

*Thank you!*  
 Now you are invited to share this form with your manager  
 S/he will develop an **action plan** with you using **Part B** of this form  
 to address any areas of concern

**Stress Risk Assessment - Part B**

*(manager to complete)*

**Action Plan** for Individual/service area: .....

**Manager:** ..... **Date completed:** .....

**Review date:** ..... *(Please add review dates to your Outlook tasks, calendar, or equivalent tracking system)*

Type of Stressor	Existing workplace measures already in place	Further action to be taken *	Who will ensure the action is done?	Target Date
<b>Demands</b>				
<b>Control</b>				
<b>Support</b>				
<b>Relationships</b>				
<b>Role</b>				
<b>Change</b>				

\* SMART objectives – Specific, Measurable, Attainable, Relevant and Timely



Appendix F

Personal Risk Assessment

<b>Name</b>	
Team & Role	
Date of assessment	
Next review date	

**Using this form**

This form should be used for individual members of staff or volunteers require an individual risk assessment. This may be due to a risk associated with their job role or duties and should be completed in collaboration with the employee. The Line Manager should discuss the potential risks identified to the employee, this may be due to a physical or mental health condition. The line manager should discuss whether any other adjustments need to be put in place, for example, reasonable adjustments. Please refer the Health and Wellbeing policy for further details on other support that should be considered. If the employee has identified work related stress, then the Individual Stress Risk Assessment should be used alongside the Management Standards guidance.

Once complete, the risk assessment should be sent to the Head of Operations to review and store on the personal file. For further support, please contact the Head of Operations or another senior manager.

Risk	Inherent Risk			Controls	Residual Risk			Risk owner	Actions
	Impact	Likelihood	Rating		Impact	Likelihood	Rating		

Risk scoring matrix

Impact severity	Impact score	Assessment of risk Impact score vs likelihood look-up table				
		1	2	3	4	5
Catastrophic	5	17	22	23	24	25
Major	4	12	18	19	20	21
Moderate	3	6	13	14	15	16
Minor	2	2	8	9	10	11
Insignificant	1	1	3	4	5	7
<b>Likelihood score</b>		1	2	3	4	5
<b>Likelihood</b>		Rare	Unlikely	Possible	Likely	Almost certain