

Live Active Leisure

WELL-BEING POLICY

INTRODUCTION

The Company is committed to protecting the health, safety and well-being of its employees and recognises the need to maximise the well-being of employees rather than solely reducing their levels of stress. Therefore, the following policy outlines the Company's procedures and commitment to the wellbeing of its employees.

This policy outlines the Company's intentions regarding Mental Health and Wellbeing, including areas such as stress. It takes into account the requirements of the Health and Safety at Work Act 1974, Management of Health and Safety at Work Regulations 1999, the Equality Act 2010 and the Health and Safety Executive (HSE) Stress Management Standards.

The policy applies to all contracted employees.

Definition of Mental Health

'Mental Health is a state of wellbeing in which the individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully and is able to make a contribution to his or her community'. World Health Organisation

'Mental Health influences how we think and feel about ourselves and others and how we interpret events. It affects our capacity to learn, to communicate and to form, sustain and end relationships. It also influences our ability to cope with change, transition and life events: such as having a baby, moving house or experiencing bereavement'. Scottish Centre for Healthy Working Lives – NHS Scotland

Everyone has mental health which can be affected by a wide range of factors and for the purposes of this policy, will include the following terms from The Scottish Centre for Healthy Working Lives – NHS Scotland:

- **Mental Health** an umbrella term to refer to both the concepts of mental health problems and mental wellbeing
- **Mental Health Problems** a term that refers to symptoms that meet the criteria for clinical diagnosis of mental health problems such as depression and anxiety and schizophrenia
- **Mental Wellbeing** A term that includes life satisfaction and psychological wellbeing. This covers a range of things such as sense of control, having a purpose in life, a sense of belonging and positive relationships with others

Mental health is just as important as good physical health. If you are in good mental health, you can make the most of your potential, cope with life and play a full part in your family, workplace, community and among friends.

Mental Health and Wellbeing Policy Statement

The Company recognises that mental health problems and stress can affect anyone regardless of their position. This is an organisational matter which the Company has a responsibility to address. Live Active Leisure would wish its employees to have trust in the Company to provide relevant support accordingly.

The Company is responsible for providing the necessary reasonable resources to enable Line Managers to implement this Policy within their area of responsibility and control. To support this the Company will:

- Positively promote and safeguard the mental health and wellbeing of its staff and seek to prevent stress by promoting a supportive workplace culture based on trust, support and mutual respect, where staff are able to talk openly about their job and their mental health and report difficulties without fear of discrimination or reprisal
- Ensure that managers are equipped to appropriately respond to disclosures which supports the Company's commitment to mental health and wellbeing
- Create and promote a culture based on trust, support and mutual respect within the workplace
- Adopt a positive approach to mental health promotion and stress reduction using good management practice and the development of initiatives to address problems
- Ensure that the necessary provisions are in place to assist and support staff who are experiencing mental health problems, including confidential counselling where appropriate, for staff affected by stress caused by either work or external factors
- Identify workplace stressors through measures such as 'Work Positive Survey' and the HSE Stress Management Standards to eliminate or control the risks from stress.
- Provide support for managers to ensure they are dealing appropriately with issues and maintaining their own mental health and wellbeing
- Ensure appropriate arrangements are in place for the effective review and revision of this policy statement as necessary on an annual basis

WORK RELATED STRESS

Stress related illness is perhaps the most common way mental health problems may present themselves.

There is a fundamental difference between pressure and stress, pressure can be experienced on a daily basis, can be motivational and enable performance, however if too much pressure is experienced without the opportunity to recover, an inability to cope can occur and stress can be the result.

The Health & Safety Executive defines stress as 'an adverse reaction a person has to excessive pressures or other types of demands placed upon them'.

COMMITMENT

The Company will take reasonable steps to ensure that an employee's health is not placed at risk through excessive and sustained levels of pressure arising from the way work is organised, the way people deal with each other, or from the day-to-day demands placed on the workforce. All employees have a responsibility to contribute to this positive way of working.

Primary responsibility for managing excessive workplace pressures lies with all managers through the implementation of effective management practices which collectively prevent or reduce the likelihood of stress. Managers have a responsibility to respond timeously to any concerns raised or identified.

Individual employees also have a clear responsibility, with a duty to themselves and to others, to minimise excessive pressures by behaving responsibly, acting reasonably and reporting any concerns regarding stress to managers.

THE HEALTH & SAFETY EXECUTIVE

The Health & Safety Executive Managements Standards define the characteristics of an organisation where the risks from work-related stress are being effectively managed and controlled. The Company is committed to following the Health & Safety Executive standards which are defined as six key areas that are seen as the primary sources of stress at work:

Demands, Control, Support, Relationships, Role, Change

As part of this policy the recommended six key areas are identified with the relevant standards associated with them. The Company has identified under the Control section, measures in place to support these standards.

Management Standard	Possible Issues	Standard & What Should be Happening	LAL Controls
Demands	This includes issues such as workload, work pattern and the work environment	<p>Standard:</p> <ul style="list-style-type: none"> • Employees are able to cope with the demands of their jobs • Systems are in place locally to respond to any individual concerns. <p>What should be happening / States to be achieved:</p> <ol style="list-style-type: none"> 1. The Company provides employees with adequate and achievable demands in relation to the agreed hours of work. 2. Employees' skills and abilities are matched to the jobs demands. 3. Jobs are designed to be within capabilities of employees. 4. Employees' concerns about their work environment are addressed. 	<ol style="list-style-type: none"> 1. Manager's talk regularly to their team about what needs done and managers always consider workload impact when organising work. 2. Matched through a robust recruitment process. 3. Assessments in place to identify hazards that may cause stress <ul style="list-style-type: none"> • Assessments through regular contact with line manger • Supported through Company's capability policy • Identification of training and development needs by employee or line manager. 4. Addressed through regular contact with line managers <p>Work Positive</p> <ul style="list-style-type: none"> • Work Positive Survey circulated to all contracted employees • Includes questions relating to HSE Management Standards • HWL Group and Focus Groups to develop action plan • Survey to be carried out every two years <p>Under Review</p> <p>Introduction of Appraisal System – remains under review as at August 2013</p>

Management Standard	Possible Issues	Standard & What Should be Happening	LAL Controls
Control	How much say an employee has in the way they do their work	<p>Standard:</p> <ul style="list-style-type: none"> Employees are able to have a say about the way they do their work Systems are in place locally to respond to any individual concerns <p>What should be happening / States to be achieved:</p> <ol style="list-style-type: none"> Where possible, employees have control over their pace of work Employees are encouraged to use their skills and initiatives to do their work Where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work The Company encourages employees to develop their skills Employees have a say over when breaks can be taken Employees are consulted over their work patterns 	<ol style="list-style-type: none"> Daily and weekly task lists in place with project work having an agreed deadline Job descriptions in place, customer care policy, facility management rules, direction given by line manager, certain positions encouraged to use skills and initiatives, without direct daily supervision where practical A varied and 'open to all' training plan Funding available to employees to develop their skills Limitation in respect of operational requirements, however some staff groups are in control of breaks. Operational requirements require fixed shift patterns however proposals for amendments are always done through consultation. <p>Work Positive</p> <ul style="list-style-type: none"> Work Positive Survey circulated to all contracted employees Includes questions relating to HSE Management Standards HWL Group and Focus Groups to develop action plan Survey to be carried out every two years

Management Standard	Possible Issues	Standard & What Should be Happening	LAL Controls
Support	Includes the encouragement, sponsorship and resources provided by the Company, line management and colleagues	<p>Standard:</p> <ul style="list-style-type: none"> Employees receive adequate information and support from their colleagues and superiors Systems are in place locally to respond to any individual concerns <p>What should be happening/ States to be achieved:</p> <ol style="list-style-type: none"> The Company has policies and procedures in place to adequately support employees Systems are in place to enable and encourage managers to support their staff Systems are in place to enable and encourage employees to support their colleagues Employees know what support is available and how and when to access it Employees know how to access the required resources to do their job Employees receive regular and constructive feedback 	<ol style="list-style-type: none"> Occupational health advisor, counselling service, employee policies and procedures booklet, occupational sick pay Regular meetings, either in a team or one to one capacity. Clear roles and responsibilities and robust job descriptions, regular team meetings Encourage employees to identify and report to management stress in themselves and others. Employees receive regular and constructive feedback and know what is planned for the coming months through the regular group meetings / memo's/ one to one meetings. Induction process and regular contact with line manager Managers attend Stress/MH Awareness Training Equality and Diversity Training delivered to all employees Alcohol and Drugs Awareness Training delivered to all employees <p>Work Positive</p> <ul style="list-style-type: none"> Work Positive Survey circulated to all contracted employees Includes questions relating to HSE Management Standards HWL Group and Focus Groups to develop action plan Survey to be carried out every two years <p>Under Review (6)</p> <ul style="list-style-type: none"> Introduction of Appraisal System – remains under review as at August 2013 MH Awareness on line resource available for all employees - Mindset

Management Standard	Possible Issues	Standard & What Should be Happening	LAL Controls
Relationships	Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour	<p>Standard:</p> <ul style="list-style-type: none"> Employees are not subjected to unacceptable behaviours, e.g. bullying at work Systems are in place locally to respond to any individual concerns <p>What should be happening/ States to be achieved:</p> <ol style="list-style-type: none"> The Company promotes positive behaviours at work to avoid conflict and ensure fairness Employees share information relevant to their work The Company has agreed policies and procedures to prevent or resolve unacceptable behaviour Systems are in place to enable and encourage managers to deal with unacceptable behaviour Systems are in place to enable and encourage employees to report unacceptable behaviour 	<ol style="list-style-type: none"> Induction, Equality Policy Team meetings, handover sheets Disciplinary Policy, Grievance Policy, Bullying and Harassment at Work Policy, Capability at Work Policy Managers Guide for Discipline and support from HR Team Grievance procedure, regular contact with line manager Equality and Diversity Training provided to all employees Updates through Tool Box Talks provided to all employees on Bullying and Harassment Annual Health & Safety Survey <p>Work Positive</p> <ul style="list-style-type: none"> Work Positive Survey circulated to all contracted employees Includes questions relating to HSE Management Standards HWL Group and Focus Groups to develop action plan Survey to be carried out every two years <p>Under Review (1)</p> <ul style="list-style-type: none"> Code of Conduct

Management Standard	Possible Issues	Standard & What Should be Happening	LAL Controls
Role	Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles	<p>Standard:</p> <ul style="list-style-type: none"> • Employees understand their role and responsibilities • Systems are in place locally to respond to any individual concerns <p>What should be happening / States to be achieved</p> <ol style="list-style-type: none"> 1. The Company ensures that, as far as possible the different requirements it places upon employees are compatible 2. The Company provides information to enable employees to understand their role and responsibilities 3. The Company ensures that, as far as possible, the requirements it places upon employees are clear 4. Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities 	<ol style="list-style-type: none"> 1. Clear job descriptions and responsibilities and roles within organisational structure 2. Booklet of Company policies and procedures issued to all employees with contract of employment 3. Individual post job descriptions 4. Encourages employees to raise concerns with their manager at update meetings <p>Work Positive</p> <ul style="list-style-type: none"> • Work Positive Survey circulated to all contracted employees • Includes questions relating to HSE Management Standards • HWL Group and Focus Groups to develop action plan • Survey to be carried out every two years <p>Under Review (3)</p> <ul style="list-style-type: none"> • Code of Conduct • Code of Conduct discussions at JCC and Management Briefings – policy development in action March 2012

Management Standard	Possible Issues	Standard & What Should be Happening	LAL Controls
Change	How organisational change (large or small) is managed and communicated in the organisation.	<p>Standard:</p> <ul style="list-style-type: none"> The Company engages employees when undergoing an organisational change Systems are in place locally to respond to any individual concerns <p>What should be happening / States to be achieved</p> <ol style="list-style-type: none"> The Company provides employees with timely information to enable them to understand the reasons for proposed changes The Company ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals Employees are aware of the probable impact of any changes to their jobs. If necessary, employees are given training to support any changes to their jobs Employees are aware of timetables for changes Employees have access to relevant support during changes 	<ol style="list-style-type: none"> Weekly newsletter (Bagels), team meetings and employee forums, site meetings by Senior Management Joint Consultative Committee, Health & Safety and Human Resources meetings with Union representation Minimum of statutory written notice of consultation regarding changes to contract or job description, individual meetings and meetings with Senior Managers. Training Officer role within organisational structure. Update meetings Regular contact with line manager <p>Work Positive</p> <ul style="list-style-type: none"> Work Positive Survey circulated to all contracted employees Includes questions relating to HSE Management Standards HWL Group and Focus Groups to develop action plan Survey to be carried out every two years

SUPPORT

The Company shall work towards creating and maintaining a positive working culture by:

- Identifying and providing valuable training for all managers and supervisory staff in good management practices. In addition all staff will be educated about Mental Health and the importance of recognising and dealing with stress in the workplace
- Maintain and continue to work towards The Scottish Centre for Healthy Working Lives Awards programme
- Demonstrate commitment to this policy by Senior Management by providing training and supporting and promoting a healthy work life balance for staff
- Raise awareness through promotional campaigns and activities
- Provide a safe and healthy working environment
- Review existing and develop for introduction work life balance policies
- Ensure Sickness Absence Management relating to Mental Health provides relevant support which may include making reasonable workplace adjustments for employees returning to work due to mental health problems
- Periodically identify and assess sources and measures of work place stress where available by
 - Work Positive Survey
 - HWL Wellbeing Survey
 - Analysing sickness absence records
 - Analyse accident statistics
- Ensure recruitment practices do not discriminate against the employment of people with mental health problems

NON WORK RELATED MENTAL HEALTH

The Company will take a sympathetic and flexible approach to any personal problems that employees may have including relationship difficulties or a divorce, serious illness in the family, caring for dependants and bereavement.

Whilst the Company does not have a legal responsibility to tackle external causes of mental health problems among employees, it understands that external pressures can have a significant impact on employee's performance, and therefore offers support in the form of its Compassionate Leave policy.

Furthermore, the Employee Counselling Service made available provides access to a qualified counsellor for six sessions at no charge (with time off work with pay, if necessary). Appointments can be made by employees outside normal working hours and the service is completely confidential. The Employee Counsellor is currently June Farquhar, 11 Marshall Place, Perth, PH2 8AH. Telephone 01738 551026. Management may, where appropriate, refer employees to the Counsellor. Any referrals to the Counsellor should be co-ordinated through the HR & Administration Manager.

CONFIDENTIALITY

All employees can trust the Company respect confidentiality in all forms of well-being.

SUPPORTING POLICIES / BENEFITS

The Company encourages employees to achieve a better work-life balance by offering free access to recreational facilities on a casual basis and offers flexible working arrangements where appropriate for contracted employees.

The Wellbeing policy is further supported by existing Company policies and practices which include:

- Health & Safety Policy
- Grievance
- Bullying & Harassment at Work
- Statement of Commitment - Equal Opportunities
- Carer & Compassionate Leave
- Substance Misuse Policy
- Sickness Absence Management
- Risk Assessment
- Annual Leave
- Managing Capability
- Other Employment
- Right to Flexible Working
- Counselling Service
- Occupational Health Advisor
- HWL Bronze Award
- Bagels – Employee weekly newsletter designated section to Wellbeing

REVIEW

Line Managers are encouraged to periodically review any well being issues during individual update or team meetings, providing employees with an opportunity to discuss and raise any concerns.

Where appropriate the Company also promotes Healthy Living through its Active Community Team and via the Employee Forum with members from each centre and business area represented.

The HR & Administration Manager will be responsible for ensuring that the policy is implemented and monitored and will evaluate the effectiveness of its policies and practices on wellbeing on an annual basis.

The Company welcomes constructive comment on this, or any other of its policies. Such comment should be communicated in writing to the HR & Administration Manager.

Implementation Date – September 2013 (revised to meet HWL criteria)

MONITORING AND REVIEW

Monitoring of the applications of the policy will be ongoing.

Review of the policy will take place annually. This will be earlier if legislation is introduced prior to the planned review.

EMPLOYEE CONCERNS

Any concerns or issues employees may have in relation to this policy and its application should be communicated to their line manager in the first instance.

CONSULTATION PROCESS

Healthy Working Lives Group
Senior Management Team
Operational Management Team
Duty Leisure Management Team
Joint Consultative Committee – HR
Board of Directors
Unison – Member of JCC