

EXAMPLE 1: MENTAL HEALTH, STRESS AND WELLBEING POLICY

The need for a workplace mental wellbeing policy

Mental ill health and stress are associated with many of the leading causes of disease and disability in our society. Promoting and protecting the mental wellbeing of the workforce is important for individuals' physical health, social wellbeing and productivity. Many factors in the workplace influence the mental wellbeing of individual crew or cast, particular departments or organisations as a whole. Understanding and addressing the factors which affect people's mental wellbeing at work have a wide range of benefits, both for individuals and the organisation.

Mental wellbeing in the workplace is relevant to all crew and cast regardless of status and everyone can contribute to improved mental wellbeing at work. 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 experienced mental health problems and support them once they are at work.

This workplace mental wellbeing policy covers the following aspects of mental health and wellbeing:

Promotion of mental wellbeing

Promoting the mental wellbeing of all crew through:

- providing information and raising awareness about mental wellbeing
- providing opportunities for crew to look after their mental wellbeing
- promoting policies and practices that promote wellbeing.

Management skills

Developing skills for Heads of Department, Managers and Supervisors to:

- promote the mental wellbeing of employees
- deal with issues around mental health and stress effectively.

Support

Providing support to Crew through:

- providing a work environment that promotes and supports mental wellbeing for all
- offering assistance, advice and support to people who experience a mental health problem while in employment
- support for crew returning to work after a period of absence due to mental health problems.

Employment

Helping people get back to work after a period of absence due to mental illness through:

- making reasonable adjustments
- retaining staff who develop a mental health problem.



Example 2 : Workplace mental wellbeing policy:

Objectives

To tackle workplace factors that may negatively affect mental wellbeing, and to develop management skills to promote mental wellbeing and manage mental health problems effectively.

As an industry we aim to create and promote a workplace environment that supports and promotes the mental wellbeing of all crew. We acknowledge that certain working conditions and practices can negatively affect crews' mental wellbeing, including aspects of work organisation and management, and environmental and social conditions that have the potential for psychological as well as physical harm.

Policy actions:

- Give crew members information on and increase their awareness of mental wellbeing.
- Provide opportunities for employees to look after their mental wellbeing, for example through physical activity, stress-buster activities and social events.
- Offer crew members flexible working arrangements that promote their mental wellbeing.
- Give all crew the opportunity to influence how they do their jobs, scope for varying their working conditions as far as possible, and opportunities to develop and fully utilise their skills.
- Set crew realistic targets that do not require them to work unreasonable hours.
- Ensure all crew have clearly defined job descriptions, objectives and responsibilities and provide them with good management support, appropriate training and adequate resources to do their job.
- Manage conflict effectively and ensure the workplace is free from bullying and harassment, discrimination and racism.
- Establish good two-way communication to ensure crew involvement, particularly during periods of change.

To develop a culture based on trust, support and mutual respect within the workplace. As a production we aim to create and promote a culture where crew and cast are able to talk openly about their job and mental health problems and to report difficulties without fear of discrimination or reprisal.

Scope

Mental health problems and stress can affect anyone, regardless of their position in the organisation. This policy applies equally to all crew members and cast regardless of status.

The implementation of this policy will also be supported by other health and safety policies , eg, sickness absence, alcohol, drug and substance abuse, and bullying and harassment.



Aim of the policy

To create a production environment that promotes the mental wellbeing of all crew and cast.

- **To promote mental wellbeing for all crew and cast in the workplace.**

Policy actions:

- Give non-judgemental and proactive support to individual crew who experience mental health problems.
- Deal sympathetically with crew suffering from mental health problems due to circumstances outside the workplace, and who consequently find it difficult to do their jobs properly.
- Give new crew members a comprehensive induction programme providing an understanding of the organisation, the established policies and procedures, and the role they are expected to carry out.

To provide support and assistance for employees experiencing mental health difficulties.

Policy actions:

- Ensure individuals suffering from mental health problems are treated fairly and consistently and are not made to feel guilty about their problems.
- Encourage crew to consult suitably trained peers, their own GP, or a counsellor of their choice.
- Investigate the contribution of working conditions and other organisational factors to mental ill health and remedy this where possible.
- In cases of long-term sickness absence, put in place, where possible, a graduated return to work.
- Make every effort to identify suitable alternative employment, in full discussion with the Crew member, where a return to the same job is not possible due to identified risks or other factors.
- Treat all matters relating to individual employees and their mental health problems in the strictest confidence and share on a 'need to know' basis only with consent from the individual concerned.

To positively encourage the employment of people who have experienced mental health problems by providing fair and non-discriminatory recruitment and selection procedures.

As a production we recognise that people who have or have had mental health problems may have experienced discrimination in previous roles. This may discourage them from seeking employment. While some people will acknowledge their experience of mental health issues openly, others may fear that stigma will jeopardise their chances of getting a job. Given appropriate support, the vast majority of people who have experienced mental health problems continue to work successfully, as do many with ongoing issues.

Policy actions:

- Show a positive and enabling attitude to crew members and job applicants with mental health issues. This includes having positive statements in recruitment literature.
- Ensure that all crew involved in recruitment and selection are briefed on mental health issues and the Equality Act, and are trained in appropriate interview skills.
- Make it clear, in any recruitment or occupational health check undertaken, that people who have experienced mental health issues will not be discriminated against and that disclosure of a mental health problem will enable both crew member and production to assess and provide the right level of support or adjustment.
- Do not make assumptions that a person with a mental health problem will be more vulnerable to workplace stress or take more time off than any other crew member or job applicant.
- Ensure all line managers have information and training about managing mental health in the workplace.

To recognise that workplace stress is a health and safety issue, and acknowledge the importance of identifying and reducing workplace stressors.

Policy actions:

- Identify all workplace stressors and conduct risk assessments to eliminate stress or control the risks from stress. These risk assessments will be regularly reviewed.
- Consult with safety representatives on all proposed action relating to the prevention of workplace stress.
- Provide training in good management practices, including those related to health and safety and stress management.
- Provide routes to confidential counselling for crew affected by stress caused by either work or external factors.
- Provide adequate resources to enable managers/HODs to implement the production's agreed production mental wellbeing policy.

Responsibilities

Everyone has a responsibility to contribute to making the production mental wellbeing policy effective.

Managers/HODs/Supervisors have a responsibility to:

- Monitor the workplace, identify hazards and risks and take steps to eliminate or reduce these as far as is reasonably practicable.
- Ensure good communication between management and crew, particularly where there are organisational and procedural changes.
- Assist and support employees who are known to have mental health problems or are experiencing stress outside work – for example due to bereavement or separation.
- Ensure staff are provided with the resources and training required to carry out their job.
- Monitor workloads to ensure that people are not overloaded.

- Monitor working hours and overtime to ensure that crew are not overworking, and monitor rest periods to ensure that where possible these are taken.
- Ensure crew are provided with meaningful developmental opportunities.
- In addition, senior management will ensure that crew performing a management or supervisory function have sufficient competence to discharge that function in a manner consistent with the maintenance of mental health in the production.

Crew members have a responsibility to:

- Raise issues of concern and seek help from their safety representative, line manager, or suitably trained and designated set Mental Health or wellbeing facilitator where they spot an issue that may impact the mental health and wellbeing on the production.
- Accept opportunities for help/counselling when recommended.

The designated set Mental Health or wellbeing facilitators have a responsibility to:

- Provide specialist advice and awareness training on mental wellbeing.
- Train and support managers in implementing stress risk assessments.
- Support individuals who have been off sick with mental health and stress problems, and advise them and their management on a planned return to work.
- Refer individuals to counsellors or specialist agencies as required.
- Monitor and review the effectiveness of measures to promote mental wellbeing.
- Inform the production and the health and safety advisors of any changes and developments in the field of stress at work.

Safety advisors where appropriate should be:

- meaningfully consulted on any changes to work practices or work design that could precipitate stress
- able to consult with members on the issue of stress, including conducting workplace surveys
- involved in the risk assessment process
- allowed access to collective and anonymous data from the production
- able to conduct joint inspections of the production, to ensure that environmental stressors are properly controlled.

Review and monitoring

The Set designated Mental health facilitator (or an individual as appropriate) will be responsible for reviewing the workplace mental wellbeing policy and for monitoring how effectively the policy meets its aims and objectives.

Indicators to measure effectiveness could include:

- working hours and patterns
- accidents at work
- crew complaints
- crew sickness levels
- crew turnover



- use of occupational health or counselling services
- a crew survey
- exit interviews.