MENTAL HEALTH AND WELL-BEING POLICY

Cambridge United Football Club (CUFC) and Cambridge United Foundation (CUF) are committed to providing a caring, friendly, safe environment for all its members so that they can participate in any sport in a relaxed and secure atmosphere.

The Club and Foundation deliver expectations separately but have a management process of joint regular reviews to ensure consistency and continuity of outcomes.

Introduction

CUFC and CUF values all members (staff, volunteers and players), seeking to provide a positive and satisfying working environment in which each member is treated with respect and with regard for their health, safety and well-being. Our Mental Health & Wellbeing Policy provides further information regarding support for all members, including external support available.

CUFC and CUF is committed to fostering a culture of co-operation, trust and mutual respect allowing all members to work at their optimum level, thus creating a workplace environment that promotes the mental wellbeing of all.

All concerns raised will be treated with confidentiality and only shared when necessary.

Principles

Many factors in the environment influence mental wellbeing and 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.

Everyone can contribute to improved mental wellbeing; by addressing mental wellbeing it can reduce risk factors for mental ill health and improve general health.

Objectives

1. Develop management skills to promote mental wellbeing and manage mental health issues effectively.
2. Develop a culture based on trust, support, and mutual respect through management behaviour, communication and training.
3. Provide support for players and staff experiencing mental health issues.
4. Ensure non-discriminatory recruitment procedures.
5. Acknowledge the importance of identifying and reducing workplace stressors.

Responsibilities for implementing the Staff Well-being policy.

Club Directors and Foundation Trustees responsibilities

The Directors and Foundation Trustees have overall responsibility for ensuring this guidance is implemented through the Management teams of CUFC and CUF.

- Provide support for CUFC and CUF by promoting good performance management practice and communication.

- Review the policy annually following feedback and consultation from all members and the wellbeing group.

The Directors and Trustees recognise that on occasions the culture they create could be a source of stress to others and accept responsibility for this and take appropriate action.

The Management team responsibilities

The management teams of both CUFC and CUF are responsible for implementing this guidance by their actions and through their staff. Managers are responsible for taking action to minimise stress and promote the wellbeing of their staff.

- Ensure good communication between management, staff, volunteers and players, particularly where there are organisational and procedural changes.
- Assist and support members who are known to have mental health problems or are experiencing stress outside work, including signposting to appropriate support services.
- Ensure members are provided with the resources and training required to carry out their job.
- Monitor workloads and working hours.
- Promote a culture of consultation, participation and open communication throughout CUFC, and within teams, along with CUF, ensuring that there are opportunities for individuals to raise concerns about their workload.
- Monitor sickness absence and promote self-care strategies to reduce this.

Human Resources responsibilities

- Support members who have had sickness and absence due to stress and work with them and their manager through a planned return to work.
- Ensure there are arrangements in place to support individuals experiencing ill mental health.
- Collate management information which will enable CUFC and CUF to measure its performance in relation to staff well-being such as sickness absence data and staff turnover.

Responsibilities of all members of CUFC and CUF

- Raise concerns with their line manager if they feel there are work issues that are causing them stress and having a negative impact on their well-being.
- Take responsibility for their own development skills as one of the means to enable them to work effectively in their team.
- Take responsibility for their own health and well-being.
- Take responsibility for working effectively in their assigned roles, helping to avoid stress to their colleagues.

Referral Process

Where appropriate, referrals will be made for members to other mental health support services. The following provides an overview of the process followed when situations emerge that require an external referral.

Triggers

- Members requests support on a mental health or wellbeing issue.
- A member requests support on behalf of another on a mental health or wellbeing issue

Examples of a mental health or wellbeing issue.

- Instigation of a formal procedure, for example, disciplinary or competency.
- Allegation of bullying or victim of bullying/threats either online or in person.
- Grief
- Financial, e.g. rent arrears, missed mortgage payment.
- Childcare
- Relationships
- Post-Traumatic Stress Disorder.
- Health concerns – menopause etc

Action

- Individual speaks with a trusted colleague or line manager, or one of our trained mental health first aiders. (Callum Langley, Bonham Harper, Tim Walker, Sarah King)
- Staff – if further action needed then refer to the Head of HR & People to arrange additional support.
- Players – if further action is needed then in consultation with your line manager or senior member of staff, a refer may be made for external support.
- If issue falls outside this remit, or if specific (family counselling; financial; substance abuse) then suitable provision may be sought through a third party.
- Support measures and reasonable adjustments will be reviewed regularly to ensure they remain effective.
- MyConcern will be used to record any actions needed and progress monitored accordingly.

We recognise that mental health recovery is not linear; therefore, support will be provided on a case-by-case basis.

Levels of support provided e.g. peer support, external agencies, will be dependent upon the individual.

Appendix One

Stress in the Workplace

The Health and Safety Executive define stress as:

"The adverse reaction people have to excessive pressure or other types of demand placed on them".

This makes an important distinction between pressure, which can be a positive state if managed correctly. Pressure and challenge, even when high can be motivating and stimulating. However, when an individual feels pressure at a time when they cannot cope, or in some cases too little pressure or challenge, this can lead to stress. It is important to recognise that the ability to cope with stress differs from person to person and it will depend on the individual as to how they react to stress.

Primary sources of stress are:

- **Demands**: i.e. workload, work pattern, and the work environment
- **Control:** i.e. how much say the person has in the way they work
- **Support**: the encouragement, sponsorship and resources provided by the organisation, line management and colleagues
- **Relationships**: i.e. promoting positive working to avoid conflict and dealing with unacceptable behaviour
- **Role**: such as whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.
- **Change**: such as how organisational change (large or small) is managed and communicated within the organisation

Examples of additional pressure to staff may include:

- Dealing with bad behaviour
- Audits
- Accountability and targets
- Finance
- Facility and/or resources/equipment not fit for purpose
- Buildings matters
- Recruitment and staffing issues
- Conflict/relationship in the environment

To combat these examples of situations that may cause pressure that is beyond that individual's threshold, a culture of confidence needs to be established and maintained before it becomes too difficult to cope with and know who to call on for support and advice if they need it.

- As previously mentioned, a culture and environment that is caring, friendly and safe will support individuals to access remedial guidance and direction. The following are examples of how this might be achieved by the individual themselves.
- To come to terms with mental health and wellbeing issues is the same as for physical issues, they need to be shared so, talk to your line manager or a trusted friend/confidant to start the ball rolling. You will need to be honest and upfront, but it's often the case that others will be feeling the same as you.
- If you need something to change, you may have an idea how this may be achieved so explain and suggest this to your line manager.
- Make yourself aware of the CUFC and CUF's policies and procedures.

- Ensure you take breaks from work; it is your entitlement.
- Identify opportunities for development relevant to your position.
- Use the performance management to identify your achievements and establish support required to meet your goals.
- Be honest about reasons for sickness absence and any request of leave of absence.
- Try to have a good diet, don't skip meals, drinking plenty of water throughout the day.
- Make time for exercise and relaxation and learn to manage your time effectively.
- Ensure as best as possible you have a consistent sleep pattern where you are getting enough sleep.
- Sleep is very important to us all, and lack of sleep impacts our mental health and wellbeing, so if your sleep pattern is short or inconsistent then treat this as any other concern, share the problem and help will be provided.

Appendix Two

Sources of support

Shout 85258 – Official mental health partner of Cambridge United – mental health text support open 24/7, 365 days a year.

- Text 'shout' to 85258

Samaritans – Registered charity aimed at providing emotional support to anyone in emotional distress, struggling to cope, or at risk of suicide. Open 24/7, 365 days a year.

- Call 116 123

Mind CPSL – Community based wellbeing support, talking therapies and information.

- Call 0300 303 4363 | Email enquiries @cpslmind.org.uk

Centre 33 – Free, confidential support for young people up to the age of 25.

- Call 0333 4141809 | Whatsapp 07514 783745 | Email hello@centre33.org.uk

The Kite Trust – Supporting the wellbeing and creativity of LGBTQ+ young people in Cambridgeshire through information, support and groups.

- Call 01223 369508 | Email info@thekitetrust.org.uk

Childline – Counselling service for children and young people up to their 19th birthday in the United Kingdom provided by the NSPCC.

- Call 0800 1111 | Chat online

NHS 111 – NHS first response service.

- Call 111, option 2

How are you Cambridge – Informative website that brings together everything in the local community that is good for wellbeing.

- www.haycambridge.co.uk

Fullscope – A group of charities with a mission to improve wellbeing of children and young people in Cambridgeshire.

- www.fullscopecollaboration.org.uk | info@fullscope.org.uk

Blue Smile – Provides counselling and therapy for pupils in schools between the ages of 3 and 13

- www.bluesmile.co.uk | 01223 314725

JAAQ – An online social media platform that has been developed to engage with people regarding mental health and a range of other topics.

- www.jaaq.org

Rehab Recovery – Drug and alcohol rehabilitation and recovery via residential treatment and outpatient sessions.

- Call 0800 088 66 86 – Rehab Recovery is a website for those seeking drug or alcohol addiction treatment.

Mynurva – Online mental health support available to staff. Staff are given an agreed number of 'credits' to use on appointments with a therapist.

- bookings@mynurva.com

Mental Health First Aid – Mental health support and signposting to organisations can be obtained by speaking to one of the club's mental health first aiders.

- Callum Langley – calluml@cambridgeunited.com | 07769217874
- Bonham Harper – bonhamh@cambridgeunited.com | 07769 217879
- Tim Walker – timw@cambridgeunited.com | 07955 293692
- Sarah King – sarahk@cambridgeunited.com | 07756 286999

Chaplains – Support is available from both of the club chaplains.

- Ben Barton - benb@cambridgeunited.com
- Stuart Wood – stuartw@cambridgeunited.com

Mental health ambassadors - Each department at Cambridge United has a Wellbeing Ambassador who is on hand to speak to if you have a concern, simply want to chat or are seeking some advice.

- Callum Langley - calluml@cambridgeunited.com
- Harsh Joshi – harshj@cambridgeunited.com
- Mark Bonner – markb@cambridgeunited.com
- Vicky Neal – vickyn@cambridgeunited.com
- Sarah King – sarahk@cambridgeunited.com
- Ian Darler – iand@cambridgeunited.com

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