



# UNITED IN ENDEAVOUR

## CAMBRIDGE UNITED FOOTBALL CLUB

### WELL-BEING POLICY

The Club is committed to providing a caring, friendly, safe environment for all of its members so that they can participate in any sport in a relaxed and secure atmosphere.

#### Introduction

Cambridge United Football Club values all members of staff and players, and seeks 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.

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

#### Principles

Many factors in the workplace influence mental wellbeing, 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 at work, by addressing workplace mental wellbeing it can strengthen the positive, protective factors of employment, 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
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

##### Directors responsibilities

The Directors have overall responsibility for ensuring this guidance is implemented through the Management team.

- Provide support for the Club by promoting good performance management practice and communication.
- Review the policy every three years following feedback and consultation from staff, management information.

The Directors recognises that on occasions it could be a source of stress to others and accept responsibility for this and take appropriate action.

##### The Management team responsibilities

The management team is 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 and staff, particularly where there are organisational and procedural changes
- Assist and support players and staff who are known to have mental health problems or are experiencing stress outside work
- Ensure staff 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 the club and within teams, ensuring that there are opportunities for individuals to raise concerns about their work
- Monitor sickness absence and promote interventions to reduce this

Human Resources responsibilities

- Support people 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 stress
- Collate management information which will enable the Club to measure its performance in relation to stress management and staff well-being such as sickness absence data and staff turnover

All members of staff responsibilities

- 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 staff to other external mental health practitioners. The following provides an overview of the process followed when situations emerge that require an external referral.

Triggers

- Staff member or player requests support on a mental health or wellbeing issue
- Staff member requests support on behalf of another on a mental health or wellbeing issue

Action

- Individual speaks with Head of Safeguarding/Designated Safeguarding Officer
- Concern reported on MyConcern (Online safeguarding portal)
- Staff – if further action needed then refer to HR in order to arrange OH support
- Players – if further action needed then in consultation with Club Doctor/Medical staff refer for external support
- If issue falls outside this remit, or if specific (family counselling; financial; substance abuse) then suitable provision is sought through third party.
- Continued support of staff and progress monitored.

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
- Academy audits
- Accountability and targets.
- Finance
- Buildings matters
- Recruitment and staffing issues
- Conflict in the workplace

In order to combat these areas of pressure, staff should be able to admit that they are struggling before it becomes too difficult to cope with and know who to call on for support and advice if they need it.

The following are examples of how staff can help themselves:

- Ask your line manager or another colleague for help and support if you need it
- If you need something to change, find a way to make it change
- Own up to your problems and be honest about them, express your feelings and do not internalise your concerns
- Make yourself aware of the Clubs policies and procedures
- Take a break from work during the middle of the day, 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