



TOLLCROSS
housing association

Mentally Healthy Workplace Policy

Prepared by	Corporate Manager
Policy created	October 2025
Date of last review	//
Date of current review	//
Date of next review	October 2028
Reviewed by	Audit & Business Sub-committee

Corporate Fit:	Internal Management Plan	✓
	Risk Register	✓
	Business Plan	✓
	Equalities Strategy	✓
	Legislation	✓

Keep in touch

868 Tollcross Road | G32 8PF
0141 763 1317
info@tollcross-ha.org.uk
www.tollcross-ha.org.uk

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Alternative formats available



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乐意翻译

Our policies provide a framework to underpin our vision and values, to help us achieve our strategic objectives.

Our Vision

Local people, local control.

By providing quality homes and services, we will create stronger communities and a better quality of life for our customers.

Our Values

- Focused on the needs of our customers and communities.
- Supportive of our staff and Committee members.
- Responsible, efficient, and innovative.
- Open and accountable.
- Inclusive and respectful.
- Fair and trustworthy.

Strategic Direction

Consolidation and improvement: Applicable to our core business as a landlord & property manager.

Growth: Through the new build opportunities, we are taking forward.

Partnerships: Where this can help to address shared goals and increase capacity and value.

Resilience: A key priority across all parts of our business.

Strategic Objectives

Services: Deliver quality, value for money services that meet customers' needs

Homes & neighbourhoods: Provide quality homes and neighbourhoods.

Assets: Manage our assets well, by spending wisely.

Communities: Work with local partners to provide or enable services and activities that benefit local people and our communities as a whole

Our people: Offer a great workplace environment that produces a positive staff culture and highly engaged staff.

Leadership & Financial: Maintain good governance and a strong financial business plan, to ensure we have the capacity to achieve our goals.

Our Equalities and Human Rights Commitment

We understand that people perform better when they can be themselves and we are committed to making the Association an environment where employees, customers, and stakeholders can be open and supported. We promote equality, diversity, and inclusion in all our policies and procedures to ensure that everyone is treated equally and that they are treated fairly on in relation to the protected characteristics as outlined in the Equality Act 2010.

Privacy Statement

As data controller we will collect and process personal data relating to you. We will only collect personal information when we need this. The type of information we need from you will vary depending on our relationship with you. When we ask you for information, we will make it clear why we need it. We will also make it clear when you do not have to provide us with information and any consequences of not providing this. We are committed to being transparent about how we collect and use your data, and to meeting our data protection obligations with you. Further information about this commitment can be found within our full Privacy Statements.

Policy Scope & Review

For the purpose of this policy the term Association will include all members of the Tollcross Housing Association Limited. Therefore, all employees, governing body members, volunteers, customers and other relevant stakeholders will be expected to adhere to this policy and/or procedure. All policies and procedures are reviewed every 3 years in line with best practice and current legislation. The Association reserves the right to make additions or alterations to this policy and procedure from time to time. Any timescales set out in this policy may be extended where required.

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1.	Mentally Healthy Workplace Toolkit (HS-F11) (i) Good mental health audit (ii) Stress strategies (iii) Wellness Action Plan (iv) Corporate Risk Assessment (v) Personal Stress Questionnaire (vi) Personal Stress Risk Assessment

1. Introduction

- 1.1. With up to 1 in 4 people suffering from poor mental health at some point in their lives, in Scotland alone, we are committed to creating a culture of a mentally healthy workplace. Many people do not feel they can discuss their mental health problem with their employer due to the stigma attached. However, we believe in honesty and openness when it comes to mental health to ensure we can support employees.
- 1.2. The term mental health covers a broad spectrum and can affect people at any time in their life, in different ways and triggered by many factors. Our past experiences, life events, our social circle and genetics all play a part in our mental health.
- 1.3. Our mental health doesn't always stay the same. It can fluctuate as circumstances change and as you move through different stages in our lives. Most people who suffer from poor mental health at a stage in their life fully recover from them or learn to live with them, especially if support is given early on.

2. Purpose & scope

- 2.1. The purpose of this policy is to:
 - Provide a framework for support for those facing mental health issues.
 - Break down the taboo surrounding discussing mental health in the workplace.
 - Raise awareness mental health matters and promote a proactive approach to mental health selfcare.
- 2.2. We aim to:
 - Support employees to understand the benefits of positive mental health and promote a supportive work environment.
 - Promote a culture of openness and honesty, where employees feel confident in asking for support and advice when required and strive to give them the confidence to deal with any such problems.
 - Support employees who disclose they have a mental health problem by putting a programme of support in place.
 - Support all employees in building their resilience to increased life pressures.
 - Promote a culture of tolerance, understanding and respect to eliminate stigma attached to mental health problems.

3. What is mental health?

- 3.1. Mental health is something we all have. When we enjoy good mental health, we have a sense of purpose and direction, the energy to do the things we want to do, and the ability to deal with the challenges that happen in our lives.
- 3.2. When we think about our physical health, we know that there's a place for keeping ourselves fit, and a place for getting appropriate help as early as possible so we can get better. Mental health is just the same.
- 3.3. We all have times when we feel down, stressed or worried. Most of the time those feelings pass, but sometimes they develop into a mental health problem like anxiety or depression, which can then impact on our daily lives.
- 3.4. Mental health problems are not a weakness – they are just responses to what is happening, and what has happened, to us and around us.

4. Responsibilities

- 4.1. All employees are expected to play a role in their own and their colleagues mental health. An employee should:
- Manage their own health, safety and wellbeing, reporting any areas of concerns immediately to their line manager.
 - Treat others with dignity and respect and promote a culture of tolerance, understanding and respect to eliminate stigma attached to mental health problems.
 - Maintain confidentiality of others (unless this poses a risk to them or others).
 - Take proactive steps to build individual resilience.
 - Seek advice and support from GP, line manager, etc if they feel something is negatively impacting on their mental health.
 - Raise concerns if they feel a colleague may be suffering from stressors impacting their mental health.
 - Recognise the principles of good work-life balance.
 - Take advantage of training and information provided and share best practice with colleagues.
 - Recognise personal limits and seek advice at the earliest opportunity.
- 4.2. Line Managers play a critical role in minimising mental ill health and in offering support to employees. They should:
- Hold regular conversations with employees to ensure that if they are facing any stressors impacting their mental health they can be identified early and any issues resolved from the outset
 - Carry out risk assessments in their work areas to identify any hazards that could give rise to mental ill health and act upon these hazards or minimise them where practicable.
 - Ensure they communicate organisational and procedural changes.
 - Ensure employees are fully trained and have the opportunity to be trained where a gap is identified.
 - Ensure employees are managing the demands of their job and monitor workload / hours of work.
 - Ensure employees take their full annual leave entitlement per year to maintain a good work-life balance.
 - Ensure that bullying and harassment is not tolerated within their team / work area.
 - Be vigilant and offer additional support to an employee experiencing personal stressors.
 - Offer access to skilled, professional help and advice to employees when needed.
 - Support an employee's return to work, with a support programme in place, in a sensitive and understanding manner.
 - Monitor sickness absence to identify any stress-related absences or patterns.

5. Building Resilience

- 5.1. We can all take steps to improve our own mental health and build our resilience – our ability to cope with adversity. Self-care is a skill that needs to be practised. It isn't easy especially if we feel anxious, depressed or low in self-esteem.
- 5.2. Resilience is often termed as an individual's ability to 'bounce back' after a period of adversity. However, resilience is also about an individual's ability to adjust and adapt to challenges to see the positive outcome and not just focusing on the negative impact.
- 5.3. Individuals who are often seen as resilient are also perceived as being able to tolerate stressful situations. Resilient people tend to be flexible, adaptable and optimistic, which allows them to face increased challenges with positive outcomes.

- 5.4. An individual's resilience is personal to them and every individual responds differently to stressful events. Our background, beliefs, life experiences all build on our ability to cope with adversity.
- 5.5. Resilience is a combination of personal characteristics and skills, and these begin to develop as children. However, as adults we can continue this development by identifying what helps us to be resilient and building on these factors.
- 5.6. Below are some tips to help you boost your personal resilience levels:
- Stay positive – maintaining a positive mental attitude can help when things get hard.
 - Take control – accept that uncertainty will happen, and you will not be able to control everything. Focus on what you can do about your situation not what you can't.
 - Refocus – try breaking complex issues down into smaller ones, tackle these one-by-one.
 - Ask for help – getting advice from a friend or colleague can help you put things straight in your mind.
 - Maintain perspective – remind yourself what you are trying to achieve and the challenges you are facing are only temporary.
 - Give yourself a break – when something has gone wrong don't beat yourself up about it, reflect and learn.
 - Take a risk – seek out new challenges to build you confidence in new situations.
 - Know yourself – be aware of your strengths and build on these.
 - Look after yourself – when circumstances challenge you remember to look after yourself physically as well as mentally.

6. Mental health support – Wellness action plan

- 6.1. We understand asking for help can be hard for anyone facing poor mental health. To help aid the discussions, we have created a wellness action plan. This plan asks the employee to consider some key questions, and the answers are used to build a personalised action plan for support.
- 6.2. The wellness action plan template can be found in the Mentally Healthy Workplace Toolkit.
- 6.3. Anyone facing a period of poor mental health is encouraged to use the wellness action plan to help them stay mentally healthy at work.
- 6.4. The wellness action plan will also help identify any reasonable adjustments that may be required to support an employee with a disability.
- 6.3.1 What is a disability? To be considered disabled under equality legislation, a person must have an impairment that has “a substantial, adverse, and long-term impact on their ability to carry out everyday tasks”.
- 6.3.2 What is a reasonable adjustment? An adjustment is intended to level the playing field by removing a barrier to the job that is provided by the effect of their mental health problem. What is 'reasonable' will depend on each situation and if the adjustment is practical and affordable.
- 6.5. Additional support is available for employees who have an ongoing / underlying mental health condition or disability, through Access to Work mental health support services. The below agencies can provide up to 9-months of advice and guidance from a mental health specialist, who can help you learn coping mechanisms, build resilience, access therapy, or help identify reasonable adjustments.

7. Mental health support – Talking therapies

- 7.1. Talking therapies are often recommended to those facing poor mental health. These can include counselling, behavioural, or cognitive therapies. Talking therapies explore how we think and behave, in a safe environment.
- 7.2. Talking therapies can help with difficult life events, traumatic experiences, difficult emotions, anxiety, depression and a range of other thoughts and feelings.
- 7.3. Many will turn to talking therapies when they reach crisis point, to help understand why they are experiencing poor mental health and how to make things better. However, some talking therapies can be a tool to maintain positive mental health.
- 7.4. We have free confidential counselling for all employees facing periods of poor mental health. The service offers free counselling sessions, to help bridge the gap for the employee to arrange referrals with their GP or other health professional to continue their mental health support.
- 7.5. We also have dedicated mental health first aiders, for those who are facing emotional distress at work and need to speak to someone immediately. Similar to physical first aiders, our mental health first aiders' main aim is to make sure you are safe. They are there to listen and signpost, not to judge or make an assessment.

8. Stress and its impact on mental health

- 8.1. Stress is commonly misunderstood and cited for the reason someone is unwell. Stress is not an illness but a reaction to excessive pressure. That pressure, if not addressed, can lead to a stress-related illness, such as anxiety.
- 8.2. Pressure is also misunderstood. It is healthy and essential that people experience challenges within their lives that cause levels of pressure and, up to a certain point, an increase in pressure can improve performance and the quality of life.
- 8.3. However, if pressure becomes excessive, it can lose its beneficial effect and become harmful to an individual's health. The pressures of working life can lead to stress if they are excessive or long-term or if the individual's coping mechanisms are compromised.
- 8.4. People vary in their capacity and ability to cope with different types of pressure. Some individuals will recognise that their health is affected and will seek help; others will not recognise or acknowledge that they are stressed, although it may be apparent to their manager and work colleagues.
- 8.5. Many effects are a short-term response to pressure which disappears once the source of pressure has been removed. If pressure continues it can result in the individual experiencing anxiety, anger and frustration, irritability, intolerance and overindulgence in alcohol, tobacco, drugs or other substances.
- 8.6. Physically stress may manifest itself in sleep disturbance resulting in tiredness, tenseness, nausea and dizziness, headaches, weight loss/gain and in extreme circumstances, by chest pains, raised blood pressure and heart disease. Mentally it may show itself by indecision, lack of concentration, memory loss, and lack of judgement, loss of motivation and impairment of perception.

9. Work-related stress

- 9.1. Work-related stress is the adverse reaction to pressure in the workplace, in relation to the six areas of work design identified by the HSE Management Standards. They are:

Demand	High volume of work, competing priorities, unrealistic deadlines, intense periods of activity, requirement for very fast work, expectation of very long hours, high pressured environment.
Control	Level of control over pattern of work and breaks, inability to decide on work speed, priorities, access to flexible working.
Support	Support in dealing with work difficulties, accessibility, constructive feedback, praise for good work, encouragement
Relationships	Inter-relationships with work colleagues, staff and manager(s); bullying; harassment; conflict; unkind behaviour
Role	Clarity and understanding of role itself; how to carry it out; how it relates to immediate team, department and the wider Association's strategic plans
Change	Communication, consultation and management of change.

- 9.2. Using the HSE Management Standards, we have a stress risk assessment designed to identify the areas of work impacting an employee. This helps to guide the discussion between the employee and line manager, and to help explore possible support mechanisms available.
- 9.3. The stress risk assessment template can be found in the Mentally Healthy Workplace Toolkit.

Appendix 1 – Equality Impact Assessment

Policy	Mentally healthy workplace		
EIA Completed by	Corporate Services	EIA Date	

- 1. Aims, objectives and purpose of the policy / proposal**

The purpose of this policy is to:

 - Provide a framework for support for those facing mental health issues.
 - Break down the taboo surrounding discussing mental health in the workplace.
 - Raise awareness mental health matters and promote a proactive approach to mental health selfcare.
- 2. Who is intended to benefit from the policy / proposal?**

Employees.
- 3. What outcomes are wanted from this policy / proposal?**

We aim to support employees to understand the benefits of positive mental health and promote a supportive work environment.
- | | | | |
|---|--|---|---|
| 4. Which protected characteristics could be affected by proposal? | ☐ Age | ☐ Gender reassignment | ☐ Religion or belief |
| | ☒ Disability | ☐ Marriage & civil partnership | ☐ Sex |
| | ☐ Race | ☐ Pregnancy and maternity | ☐ Sexual orientation |
- 5. If the policy / proposal is not relevant to any of the protected characteristics listed in part 4, state why and end the process here.**

The policy focusses on mental health in the workplace. Many with a hidden disability would be positively impacted by the policy with its focus on support and flexibility.
- 6. Describe the likely impact(s) the policy / proposal could have on the groups identified in part 4**

Positive impact with those with a hidden disability. Raising awareness of options available for additional support and tools to help guide work-focussed discussions to remove barriers.
- 7. What actions are required to address the impacts arising from this assessment? (This might include; collecting data, putting monitoring in place, specific actions to mitigate negative impacts).**

None.
- 8. Consider the impact and actions to be considered for the following Human Right articles:**

Article 6: Right to a fair trial Everyone should be given the opportunity to participate effectively in any hearing of their case and present their side.	
Impact: None	Actions:
Article 8: Right to respect for private life, family life & the home Everyone has the right to access and live in their home without intrusion or interference.	
Impact: None	Actions:
Article 14: Prohibition of discrimination Everyone has equal access to the other rights contained in the Human Rights Act.	
Impact: None	Actions: