TL-004

Mental Health and Wellbeing Policy

Scope
This policy has been created to ensure that as a responsible employer, that we harness measures to identify and support our staff by fostering a healthy, safe, and productive workplace. The scope of the policy remains open to all employees, contractors, temporary staff and stakeholders especially those in high stress roles, customer facing operatives or shift workers where there are elements of risk or factors that could impact on their mental wellbeing.

This policy helps prevent stress-related issues, burnout, and accidents resulting from fatigue, while also supporting employees' mental health wellbeing. It is widely accepted that mental health issues, stress and fatigue can impact a person's ability to function and perform and we want to encourage our team to feel comfortable enough to seek help without judgement or fear for their job. It is widely acknowledged that stress is often a major factor in daily life whether due to pressures at work or commitments and personal matter that occur outside of work. This policy applies to all employees, contractors, and visitors in the workplace, regardless of their position or role.

Over the years there has been an increased awareness of mental health and wellbeing, and organisations like Trevion Limited are increasingly recognising the importance of mental health in the workplace and are implementing mental health policies to create supportive, inclusive, and productive environments. This mental health policy sets out our commitment to supporting the   wellbeing of our employees and outlines the practical steps we have implemented for addressing mental health challenges.

Legal Considerations for Mental Health Policies in the UK, as follows:

- **Health and Safety at Work Act 1974**: Employers are required to provide a safe working environment, which includes managing workplace stress and mental health risks.
- **Equality Act 2010**: Protects employees from discrimination due to a disability, which can include mental health conditions like depression, anxiety, or PTSD.
- **ACAS Code of Practice**: Provides guidance on managing grievances and addressing workplace mental health issues.

At Trevion Limited, we are committed to supporting the mental health and wellbeing of all our employees. We recognise that mental health is just as important as physical health, and we aim to create a supportive environment where all staff can thrive. We offer access to confidential support services, including our Employee Assistance Program (EAP), and have trained Mental Health First Aiders available. We encourage an open and understanding workplace where employees feel comfortable discussing mental health concerns. We regularly assess workplace stressors and provide training to ensure our staff have the tools and knowledge to manage their mental health.

This policy will be reviewed annually to ensure its effectiveness and relevance.

1. Purpose
The purpose of this policy is to:

- Promote positive mental health and well-being and maintaining a healthy work environment that supports both physical and mental wellbeing.
- Prevent and manage work-related stress and providing employees with appropriate mental health resources, support and well trained people managers.
- Reduce the impact of fatigue on work performance and safety.
- Provide a supportive environment where employees feel comfortable discussing mental health and fatigue concerns.
- Raise awareness about mental health issues to reduce stigma and encourage open discussion.
- Ensure compliance with UK legislation, including the **Health and Safety at Work Act 1974**, **Working Time Regulations 1998**, and **Equality Act 2010**.

2. Definitions
Definitions of conditions that can affect us are provided below for clarity, as follows:

- **Mental Health**: A state of well-being in which an individual can cope with normal stresses, work productively, and contribute to the community.
- **Fatigue**: A state of physical and mental exhaustion that impairs a person's ability to work safely and effectively.
- **Work-Related Stress**: The adverse reaction people have to excessive pressure or demands at work.

3. Objectives
This policy sets out to provide a platform whereby our managers and team leaders can identify and provide assistance to anyone displaying the signs as indicated in section 2 of this policy.

- Promote mental health awareness and remove stigma associated with mental health conditions.
- Ensure employees are aware of the risks of fatigue and how it can impact safety and well-being.
- Provide a work environment where workloads, shift patterns, and demands are managed to prevent excessive fatigue.
- Offer support for employees experiencing mental health issues or fatigue through proactive management, flexible working options, and access to professional help.

4. Responsibilities
Top management is committed to ensuring that managers and team leaders are suitably trained support anyone feeling the effects of fatigue or mental stress and to identify when a team members is displaying any inward or outward signs of being under duress. We have a duty to protect our staff as far as we can to avoid the stress of life and work becoming all encompassing. We run the organisation with a firm family ethos, and we want everyone to feel that they can talk to us or seek help without prejudice or fear.

4.1 Employer Responsibilities

- Conduct **risk assessments** to identify stress and fatigue-related hazards.

- Ensure that workloads are reasonable and achievable within normal working hours.
- Provide training to line managers to help them identify early signs of mental health issues and fatigue in their teams.
- Offer access to mental health services, such as Employee Assistance Programs (EAP) and counselling services.
- Ensure compliance with the **Working Time Regulations**, including appropriate breaks, rest periods, and limits on working hours.
- Implement **reasonable adjustments** under the **Equality Act 2010** for employees experiencing mental health issues or fatigue.

4.2 Manager Responsibilities

- Monitor workloads, working hours, and shifts to prevent fatigue among employees.
- Encourage open conversations about mental health and fatigue, offering support when necessary.
- Promote work-life balance by encouraging employees to take regular breaks, use annual leave, and avoid excessive overtime.
- Provide support for employees returning to work after experiencing mental health issues or fatigue through a structured **return-to-work plan**.
- Regularly check in with employees, especially those in high-pressure roles, to monitor well-being.

4.3 Employee Responsibilities

- Take personal responsibility for managing their mental health and fatigue by reporting concerns to their line manager or HR.
- Use allocated breaks, annual leave, and time off to rest and recover from fatigue.
- Engage in mental health and fatigue management training provided by the company.
- Support colleagues by being mindful of their mental health and fatigue and encouraging them to seek help if needed.
- Ensure they are fit for work and avoid working while excessively fatigued.

5. Commitment to Mental Health and Wellbeing

A comprehensive policy should demonstrate that mental health is **integrated into the organisation's overall wellbeing strategy**. Employers should emphasise:

- **Prevention**: Encouraging mental health awareness, regular wellbeing check-ins, and early interventions.
- **Support**: Offering resources such as **Employee Assistance Programs (EAPs)**, counselling services, and access to mental health first aiders.
- **Employee Engagement**: Regularly asking employees for feedback on mental health initiatives and encouraging their active participation in wellness programs.

Leadership Commitment

- Employers and managers must **actively promote mental wellbeing** and take mental health concerns seriously.
- Implement **a zero-tolerance policy for discrimination against employees with mental health conditions**.

A. Workplace Adjustments

- **Flexible scheduling** and adequate **rest breaks** to prevent burnout.
- **Post-incident debriefing** and mental health check-ins after traumatic events.
- **Confidential reporting systems** for mental health concerns.

B. Support Programs & Resources

- Access to **Employee Assistance Programs (EAPs)** with counselling services.
- 24/7 **confidential helplines** for security personnel.
- **Peer support programs** to encourage open discussions.

C. Training & Awareness

- **Mandatory mental health training** for all managers and security personnel.
- **Annual refresher courses** to reinforce best practices.
- Regular **wellbeing check-ins** and stress management workshops.

D. Peer Support Networks

Building **peer support networks** within your security team can help create a culture of openness, trust, and mutual support. This can be implemented by creating a **confidential support group** or **mentoring programs** within the team. These networks allow team members to:

- **Share their experiences** of stress and burnout.
- **Provide support and encouragement** to colleagues.
- **Address mental health concerns** early, before they escalate.

6. Fatigue Risk Management

Fatigue in the workplace can lead to reduced productivity and increased accidents. This policy promotes managing fatigue through the following measures:

- **Shift Scheduling**: Adhere to the **Working Time Regulations**, ensuring that employees have adequate rest periods between shifts and do not work excessive hours.
- **Workload Management**: Ensure that employees' workloads are realistic, with clear deadlines that allow for rest and recovery.
- **Breaks and Rest Periods**: Encourage regular breaks during shifts, especially in roles requiring high concentration or physical effort.
- **Flexible Working**: Where possible, offer flexible working arrangements, such as staggered hours or remote working, to help employees manage fatigue.
- **Monitoring**: Managers should regularly review work patterns, sickness absence records, and performance to detect potential fatigue risks.

7. Mental Health Support

Creating a supportive environment for mental health is a priority of this policy. The company will:

- **Promote Awareness**: Use mental health awareness days, training, and communication to reduce stigma and promote good mental health practices.
- **Provide Resources**: Offer access to mental health resources such as Employee Assistance Programs (EAP), counselling services, and mindfulness workshops.

- **Early Intervention**: Encourage employees to seek help at the early stages of mental health difficulties by offering a clear, confidential process for disclosing mental health concerns.
- **Support for Crisis**: Provide immediate support in the event of a mental health crisis, such as access to professional counselling or time off work.
- **Return to Work Support**: Implement return-to-work strategies, including phased returns, flexible working, and reasonable adjustments to support employees recovering from mental health challenges.

8. Training and Education
The company will provide the following training:

- **Mental Health Awareness Training**: All employees will receive training on recognising mental health issues in themselves and others and how to seek support.
- **Fatigue Management Training**: Training on identifying the signs of fatigue, managing shift work, and adopting good sleep hygiene practices.
- **Manager Training**: Line managers will receive specialised training to recognise and respond to mental health and fatigue issues within their teams, ensuring timely intervention.

9. Reporting and Support
Employees who experience or observe mental health or fatigue-related issues should:

- Report concerns to their line manager, HR, or a designated mental health first aider.
- Use the Employee Assistance Program (EAP) or other available support services.
- Engage in discussions with management about possible workload adjustments, schedule changes, or other support measures to manage mental health and fatigue.

10. Confidentiality
All disclosures regarding mental health or fatigue will be handled with strict confidentiality, in line with the **Data Protection Act 2018** and **GDPR**. Information will only be shared on a need-to-know basis to provide appropriate support.

11. Monitoring and Review
This policy will be reviewed annually or whenever significant changes occur within the organisation, such as new legislation or significant workplace incidents. Employee feedback will be sought to improve the effectiveness of the policy.

12. Identifying Signs and Symptoms of Stress
Recognising the signs of stress is essential for managing it effectively, both in the workplace and in personal life. Stress can manifest in physical, emotional, cognitive and behavioural ways. Below is an outline of the most common signs to look for

Physical Signs of Stress

- **Headaches or Migraines**: Frequent headaches or tension in the head.
- **Muscle Tension**: Tightness or pain in the neck, shoulders, or back.
- **Fatigue**: Constant tiredness, even after adequate sleep.
- **Upset Stomach**: Nausea, indigestion, diarrhoea, or constipation.

- **Sleep Problems**: Difficulty falling or staying asleep or oversleeping.
- **Rapid Heartbeat**: Feeling your heart racing or irregular heartbeats.
- **Sweating or Shaking**: Excessive sweating, trembling, or shaking.
- **Shortness of Breath**: Shallow or rapid breathing without physical exertion.
- **Frequent Illness**: A weakened immune system leading to frequent colds or infections.

Emotional Signs of Stress

- **Irritability**: Feeling easily frustrated, annoyed, or short-tempered.
- **Anxiety**: Constant worry, fear, or feelings of unease.
- **Mood Swings**: Rapid changes in mood, often without clear reason.
- **Depression**: Persistent sadness, hopelessness, or a feeling of being overwhelmed.
- **Feeling Overwhelmed**: Inability to cope with daily tasks or responsibilities.
- **Low Self-Esteem**: Feeling inadequate or losing confidence in yourself.

Cognitive Signs of Stress

- **Difficulty Concentrating**: Trouble focusing, paying attention, or remembering things.
- **Racing Thoughts**: Inability to "turn off" your mind or constant overthinking.
- **Forgetfulness**: Frequently forgetting things or missing important details.
- **Indecisiveness**: Struggling to make decisions or second-guessing yourself.
- **Negative Thinking**: Focusing on the negative aspects of a situation, expecting the worst.
- **Poor Judgment**: Making hasty or ill-considered decisions.

Behavioural Signs of Stress

- **Changes in Eating Habits**: Overeating or loss of appetite.
- **Increased Use of Alcohol or Drugs**: Using substances to cope with stress.
- **Social Withdrawal**: Avoiding social interactions or isolating oneself.
- **Procrastination**: Delaying tasks or responsibilities.
- **Restlessness**: Feeling unable to relax, constantly moving or fidgeting.
- **Neglecting Responsibilities**: Letting work, personal, or family duties slide.
- **Changes in Work Performance**: Decreased productivity, missed deadlines, or more frequent errors.

Behavioural and Emotional Impact on Relationships

- **Conflict with Others**: Increased arguments, disagreements, or tension in relationships.
- **Emotional Withdrawal**: Becoming emotionally distant from friends or family.
- **Loss of Interest**: No longer enjoying activities or hobbies you used to find pleasurable.

Workplace Signs of Stress

- **Decreased Productivity**: Struggling to keep up with workload, missing deadlines.
- **Absenteeism**: Increased absence from work or frequent late arrivals.
- **Burnout**: Feeling emotionally drained and disengaged from work.
- **Mistakes or Accidents**: More frequent errors or accidents, indicating lack of focus.

Recognising these signs early can help you take action to reduce stress, whether through self-care, relaxation techniques, or seeking support. If stress becomes chronic or overwhelming, it may be necessary to consult a healthcare professional or mental health expert.

13. Mental Health Support

We want people within our organisation to understand that they should not feel weakened or embarrassed in approaching anyone that they feel comfortable talking to if they need support. Support can come in many forms whether it's having a quick chat, getting some object advice or having links to professional assistance, wea want to remove the stigma historically associated with mental health, we are after all human beings and life can be challenging at differing stages in our lives for a plethora of different reasons.

In the UK, there are a variety of mental health support services available to help individuals manage their mental well-being. These resources range from NHS-provided services to helplines, charities, and private options. Here's an overview of mental health support available in the UK:

NHS Mental Health Services

The **NHS** offers a range of mental health services that are free at the point of use. To access these, you can speak to your **GP** (general practitioner), who can guide you to the right support.

- **GP Consultation**: Your GP can assess your mental health and refer you to appropriate services or specialists.
- **Talking Therapies (IAPT)**: The **Improving Access to Psychological Therapies (IAPT)** service provides treatments like cognitive behavioural therapy (CBT), counselling, and guided self-help. You can self-refer to IAPT services or get a referral from your GP.
- **Community Mental Health Teams (CMHT)**: These teams provide support for people with severe or long-term mental health issues. CMHTs include psychiatrists, psychologists, nurses, and social workers.
- **Crisis Support**: NHS crisis services help those experiencing mental health emergencies. Call **111** (NHS) for urgent advice or support.
- **Mental Health Apps**: The NHS endorses several mental health apps such as **SilverCloud** for CBT and **Big White Wall** (now Togetherall) for peer support.

NHS Contact: [NHS Mental Health Services](#)

A. Helplines and Support Lines

- **Samaritans**: Provides confidential support for anyone feeling anxious, overwhelmed, stressed, or experiencing suicidal thoughts. Available 24/7.
  Call: 116 123
  Website: [Samaritans](#)
- **Mind**: Offers information, advice, and support to anyone with a mental health issue. They have an **Infoline** and local Mind services across the UK.
  Infoline: 0300 123 3393
  Text: 86463
  Website: [Mind](#)
- **Rethink Mental Illness**: Provides support, advice and information for people living with severe mental illness, as well as their carers'.

Advice Line: 0808 801 0525
Website: [Rethink Mental Illness](#)

- **Shout**: A free, confidential 24/7 text service available for anyone struggling with forms anxiety, depression, or suicidal thoughts.
  Text: 85258
  Website: [Shout](#)
- **CALM (Campaign Against Living Miserably)**: Focuses on preventing male suicide and provides support for men in crisis.
  Helpline: 0800 58 58 58 (5 pm to midnight, daily)
  Webchat: CALM Webchat
- **SANEline**: Offers emotional support and guidance for people affected by mental illness.
  Helpline: 07984 967 708 (leave a message for a call back)
  Website: SANE

B. Charities and Organisations

- **Mental Health Foundation**: Provides information, research, and resources to help improve mental well-being across the UK.
  Website: [Mental Health Foundation](#)
- **YoungMinds**: Focuses on the mental health of children and young people, offering a **Parents Helpline** for advice on supporting young people.
  Parents Helpline: 0808 802 5544
  Website: [YoungMinds](#)
- **Anxiety UK**: Supports people living with anxiety disorders, offering therapy referrals, support groups, and self-help resources.
  Infoline: 03444 775 774
  Website: [Anxiety UK](#)
- **Bipolar UK**: Provides support to people living with bipolar disorder and their families.
  Website: [Bipolar UK](#)
- **The Mix**: A charity for young people (under 25), offering support on mental health, relationships, and more.
  Helpline: 0808 808 4994
  Website: [The Mix](#)
- **Cruse Bereavement Support**: Provides bereavement support for those coping with the loss of a loved one.
  Helpline: 0808 808 1677
  Website: [Cruse Bereavement Care](#)

C. Workplace Mental Health Support

Employee Assistance Programs (EAP): Many employers provide access to confidential counselling and support through EAP services. Employees should check with HR if this service is available.

We offer an independent EAP through Peninsula which provides confidential support services for personal and work-related issues, including mental health. EAP services typically include:

- **Counselling** – Support for anxiety, stress, depression, and personal challenges.
- **Legal and financial advice** – For handling personal or work-related financial stressors.
- **Crisis management** – Guidance for traumatic events or critical incidents.

Mental Health First Aid (MHFA): Increasingly, workplaces are training employees to become Mental Health First Aiders. They can provide initial support and guide colleagues to appropriate services.

ACAS (Advisory, Conciliation and Arbitration Service): ACAS provides **guidance and mediation services** for conflict resolution, mental health concerns, and workplace stress management. They offer:

- **Workplace wellbeing advice** – Including managing stress and mental health policies.
- **Mediation and dispute resolution** – Helping employees and employers navigate conflicts.
- **Training and development** – For leaders and managers to foster supportive environments.

Visit ACAS - Wellbeing at Work for more information.

D. Private Therapy and Support

- **Private Counselling and Therapy**: You can access private mental health services through therapists, counsellors, or psychiatrists. Use the **British Association for Counselling and Psychotherapy (BACP)** or the **UK Council for Psychotherapy (UKCP)** to find accredited professionals. **BACP Website**: BACP Therapist Directory **UKCP Website**: UKCP Therapist Directory
- **Online Therapy**: Private platforms such as **BetterHelp** and **Thrive** offer online therapy and counselling sessions.

The company understands that staff may need support internally and it is for this reason we offer the following:

- **Employee Assistance Program (EAP)**: Confidential support services that may include counselling, mental health support, and practical advice on issues like financial management and work-life balance.
- **Mental Health First Aiders**: Trained individuals who can provide immediate support for colleagues experiencing mental health challenges.
- **Access to professional support**: Information on how employees can access therapy or counselling services, whether through the NHS or private providers.
- **Flexible working arrangements**: Options for adjusting working hours or duties to accommodate mental health needs, such as offering work-from-home options or changing shift patterns.

Online and Self-Help Resources
For individual self-care or team-based programs, the following resources can supplement in-person training:

- **Headspace** or **Calm App** – For mindfulness and meditation exercises to reduce daily stress.
- **The Stress Management Society** – Offers webinars, workshops, and **online tools** to improve stress resilience. (stress.org.uk)
- **Workplace Mental Health** – An online platform that provides free resources, webinars, and mental health toolkits for employees.

E. Mental Health in Crisis

These resources provide various levels of support for mental health challenges, whether it's for minor stress, anxiety, or more serious conditions. It's important to seek help early and take advantage of the services available.

- **NHS Mental Health Crisis Team**: For urgent help in a mental health crisis, contact the local NHS mental health crisis team through your GP or call **999** for emergencies.
- **Accident & Emergency (A&E)**: In case of severe mental health crises, you can go to your nearest A&E for immediate support.

F. Occupational Health Services

In certain circumstances, we may employ the services of **Occupational Health (OH)** services that include:

- **Stress assessments** – Identifying the sources of stress and providing recommendations for reducing risk.
- **Mental health assessments** – Supporting employees experiencing mental health difficulties.
- **Workplace adjustments** – Tailored advice for employees with mental health challenges.

G. NHS Mental Health Services

The **NHS** provides a range of mental health services that can help manage stress, fatigue, and mental imbalances:

- **Talking Therapies (IAPT)** – Cognitive-behavioural therapy (CBT), counselling, and other therapies for anxiety, depression, and stress.
- **Crisis services** – For people who feel at risk of harming themselves or others.
- **GP Referrals** – Your GP can help with referrals to mental health specialists.

NHS Mental Health Support

14. Prevention and Early Intervention
The company has implemented measures to **prevent** and **manage** mental health issues in the workplace, such as:
- **Stress risk assessments**: Regular assessments to identify and mitigate potential stressors in the workplace.
- **Training for managers**: Managers should receive training on recognising signs of mental health issues, how to approach employees with mental health concerns, and how to support employees.
- **Employee wellbeing programs**: Promote mental health initiatives such as mindfulness, stress management, physical activity, and mental health awareness campaigns.

15. World Mental Health Day
In recognition of the extent of the effects on mental health, did you know that there is an annual mental health day which is celebrated on the 10th of October. This day celebrates coming together and discussing mental health. Mental Health Day demonstrates to everyone that

mental health matters and that is really is good to talk about it and to look for ways for us as individuals and as employers to cope with life's peaks, troughs and challenges.

16. Key Responsibilities
The policy includes the defined roles and responsibilities of both the employer and employees in managing mental health:

Employer Responsibilities

- **Create a safe working environment**: Proactively manage workplace stressors, including workload, expectations, and workplace culture.
- **Provide resources**: Offer access to counselling services, mental health first aiders, and support networks.
- **Promote awareness**: Conduct regular training on mental health topics, including stress management and recognising early signs of mental health concerns.
- **Ensure confidentiality**: Respect the privacy of employees seeking help and ensure sensitive information is handled with care.

Employee Responsibilities

- **Self-care**: Employees are encouraged to practice good mental health habits, such as maintaining work-life balance and seeking help when needed.
- **Openness**: Employees should feel encouraged to communicate with managers or HR if they're experiencing mental health challenges.
- **Respect**: Employees are expected to be supportive and understanding of colleagues facing mental health issues, contributing to a culture of respect.

17. Dealing with Mental Health Issues

The policy outlines how mental health concerns are **addressed** when they arise, including:

- **Confidentiality**: Ensuring employees' mental health concerns are handled with respect and privacy.
- **Return-to-work processes**: For employees who have taken sick leave for mental health reasons, the organisation should outline a supportive return-to-work plan.
- **Adjustments**: When an employee's mental health is affecting their performance, reasonable adjustments may be needed, such as modified duties, altered working hours, or additional support.

18. Mental Health Impacts

Security roles are already **high-stress**, and workplace changes can **intensify mental health challenges**, leading to:

Increased Stress & Anxiety

- Uncertainty about job security, pay, or working conditions.
- Higher cognitive load when adjusting to new protocols or technology.

Fatigue & Burnout

- Changes in **shift patterns** (such as longer night shifts or reduced rest periods) can disrupt sleep cycles.
- Additional responsibilities without proper training or support can overwhelm officers.

Reduced Morale & Job Satisfaction

- Poorly communicated changes create mistrust and disengagement.
- Feeling undervalued due to lack of consultation before implementing changes.

Increased PTSD & Trauma Risks

- Security professionals exposed to high-risk incidents may experience **post-traumatic stress**.
- Changes in deployment locations (e.g., higher crime zones) can increase exposure to **violent or distressing events**.

19. Common Stress Triggers at Work (UK)

1. **High Workload & Deadlines** – Excessive tasks, tight schedules, and unrealistic expectations.
2. **Lack of Control** – Feeling powerless in decision-making or workflow.
3. **Job Insecurity** – Concerns about redundancy, restructuring, or contract instability.
4. **Poor Work-Life Balance** – Long hours, remote work pressure, or lack of flexibility.
5. **Difficult Colleagues or Management** – Bullying, micromanagement, or lack of support.
6. **Unclear Roles & Responsibilities** – Confusion about job expectations or overlapping duties.
7. **Inadequate Resources** – Lack of staff, outdated technology, or poor infrastructure.
8. **Change & Uncertainty** – Mergers, restructuring, or rapid organisational changes.
9. **Workplace Environment** – Noise, distractions, or uncomfortable working conditions.
10. **Emotional Demands** – Dealing with customers, clients, or sensitive workplace issues.

20. Recharge & Recovery Techniques at Work (UK)

A. Quick Recovery Techniques (5-15 min)

- **Breathing Exercises** – Deep breathing or the 4-7-8 technique to reduce anxiety.
- **Microbreaks** – Stand up, stretch, or walk for a few minutes to reset focus.
- **Mindfulness & Meditation** – Apps like Headspace or Calm (many UK employers offer these).
- **Power Naps (if permitted)** – A 10-minute rest during a break can restore energy.
- **Hydration & Nutrition** – Drinking water and having healthy snacks to maintain energy levels.
- **Desk Exercises** – Shoulder rolls, neck stretches, or short yoga movements.

B. Mid-Day Recharge Strategies (30-60 min)

- **Go Outside** – A short walk in fresh air can reduce stress and boost creativity.
- **Listen to Music or a Podcast** – Helps create a mental reset.
- **Social Connection** – Chatting with colleagues can improve mood and resilience.
- **Practice Gratitude** – Writing down three things you're grateful for can shift focus.

C. Long-Term Recovery & Prevention

- **Work-Life Boundaries** – Avoid checking work emails after hours or on breaks.
- **Flexible Working (if possible)** – Many UK workplaces offer hybrid working or flexi-hours.
- **Use Employee Assistance Programmes (EAPs)** – Many UK companies provide confidential counselling.
- **Time Management Tools** – Prioritisation techniques like the Eisenhower Matrix or Pomodoro.
- **Delegate & Say No** – Where possible, avoid taking on unnecessary work.
- **Professional Development** – Feeling in control of your growth can reduce stress.

21. Safety Implications

Security professionals operate in high-risk environments, and workplace changes can significantly impact their **mental health, safety, and overall wellbeing**. Changes such as restructuring, shift pattern adjustments, technology implementation, or policy updates can introduce stressors that affect performance and personal resilience.

Higher Risk of Accidents & Injuries

- **Unfamiliar procedures** – Officers may make critical errors during an incident response if protocols change suddenly.
- **Fatigue-related mistakes** – Long shifts or increased workloads may slow reaction times in emergency situations.
- **Lack of proper training** – If new equipment (e.g., surveillance systems, body cams) is introduced without adequate training, response times may suffer.

Increased Threat to Personal Safety

- Redeployment to higher-risk environments without proper preparation.
- Staff reductions leading to **fewer personnel on duty**, increasing vulnerability.

22. Wellbeing Concerns and Strategies

Work-Life Balance Disruptions

- Changes in shifts or last-minute roster changes affect personal time, relationships, and physical health.
- Difficulty managing childcare, commuting, or personal commitments.

Impact on Financial Stability

- **Wage changes** due to restructuring or shift reductions can cause stress.
- **Short-term contracts or outsourcing** can create uncertainty.

Social & Team Cohesion Issues

- **Relocations or job reassignments** can break up established teams, reducing trust and communication.
- **Lack of management support** – If supervisors are also struggling with the transition, frontline staff may feel abandoned.

Mental Health Support

- **Employee Assistance Programmes (EAPs)** – Free, confidential counselling for stress, anxiety, and trauma.
- **Peer Support Networks** – Encouraging open discussions about mental health.
- **Trauma & PTSD Awareness** – Access to professional debriefing after critical incidents.

Safety & Training Enhancements

- **Comprehensive Training** – Before implementing new systems or procedures, officers should receive hands-on training.
- **Clear Communication** – Early notice of changes with proper consultation.
- **Adequate Staffing Levels** – Ensuring security teams are not stretched too thin.

Work-Life Balance & Wellbeing

- **Predictable Scheduling** – Where possible, ensuring rosters provide sufficient rest.
- **Fatigue Management** – Rotating high-risk assignments and offering sufficient breaks.
- **Financial Wellbeing Support** – Advice on managing income instability due to work changes.

23. Legislation & Best Practices (UK)

- **Health and Safety at Work Act 1974** – Employers must ensure safe working conditions.
- **Management of Health and Safety at Work Regulations 1999** – Requires risk assessments for mental and physical wellbeing.
- **Security Industry Authority (SIA) Guidelines** – Sets standards for security professionals, including working conditions and training requirements.
- **ACAS Code of Practice** – Outlines fair procedures for grievance handling.
- **Employment Rights Act 1996** – Protects employees from unfair dismissal due to disputes.
- **Equality Act 2010** – Addresses workplace discrimination issues.

In the UK, both the Advisory, Conciliation and Arbitration Service (ACAS) and the Security Industry Authority (SIA) provide guidance to support mental health and wellbeing in the workplace, particularly within the security sector.

ACAS Guidance on Mental Health in the Workplace

ACAS emphasises that employers have a 'duty of care' to support their employees' health, safety, and wellbeing. This includes creating a safe working environment, protecting staff from discrimination, and conducting risk assessments. Mental health should be treated with the same importance as physical health.

ACAS also provides guidance on implementing reasonable adjustments for employees experiencing mental health challenges. These adjustments can include changes to working hours, modifications to the work environment, or alterations to job responsibilities. The goal is to reduce workplace disadvantages for individuals with mental health conditions.

Lastly, ACAS recommends that employers like Trevion, develops a comprehensive mental health policy. An explanation of mental health and its potential impact on individuals.

- The organisation's commitment to open and sensitive discussions about mental health.
- Details of mental health training provided to managers and staff.
- Information on available support resources, both internal and external.
- Procedures for handling time off related to mental health and the return-to-work process.
- Assurances about the confidentiality of mental health discussions.
- Guidance on addressing concerns about treatment related to mental health.
- Plans for regular review and updates of the policy.

Workplace Wellbeing Workshops (ACAS)

ACAS offers training workshops that focus on **creating a positive workplace environment** and addressing mental health concerns. They provide tailored programs for specific industries like security to help teams manage stress and conflict effectively. The sessions cover:

- **Stress awareness** – Understanding the causes and symptoms of stress.
- **Practical coping strategies** – Techniques such as time management, relaxation, and communication skills.
- **Building resilience** – Enhancing mental toughness and adaptability in high-stress situations.

acas.org.uk

SIA's Focus on Mental Health in the Security Industry

The Security Industry Authority (SIA) acknowledges the unique mental health challenges faced by security professionals. A 2023 study by the SIA found that over a third of security officers reported high levels of stress, often feeling undervalued and misunderstood by the public. The study highlighted the need for increased investment in mental health resources and support within the industry.

To address these challenges, the SIA encourages security organisations to foster a culture that prioritises mental wellbeing. This includes providing training for officers to recognise mental health issues in themselves and others, offering access to mental health resources, and ensuring that management practices support employee wellbeing.

- The **SIA** offers resources for **security professionals** that focus on improving **wellbeing** and **resilience** in the workplace.

- They provide guidance on **mental health awareness** in security settings, ensuring that staff are well-equipped to handle the emotional demands of the job.
- **Support for critical incidents** – Security staff are often exposed to high-stress situations and having access to debriefing and mental health support is essential.

The Security Industry Authority offers **specific training** to support the mental health of security professionals, including:

- **Dealing with high-risk incidents** – Psychological tools for managing trauma and stress.
- **Team communication** – Ensuring proper communication during stressful situations.
- **Resilience and mental health first aid** – Equipping staff with the skills to identify mental health issues in themselves and others.

services.sia.homeoffice.gov.uk

Mind

Mind is one of the UK's leading mental health charities. It offers a range of support services for mental health, including:

- **Helplines** – Accessible to individuals seeking advice on mental health issues.
- **Workplace mental health training** – To equip teams with the knowledge to spot signs of mental illness and provide initial support.
- **Guides on stress management** – How to manage and reduce stress in the workplace.

Mindfulness and Resilience Training (Mind)

Mind offers specialised **workshops** and **training programs** to support mental wellbeing. Their workshops often include:

- **Mindfulness** – Techniques to manage stress and increase awareness of mental states.
- **Resilience building** – How to bounce back from challenging situations.
- **Mental health in the workplace** – Creating an inclusive environment that supports mental health.

mind.org.uk

Samaritans

Samaritans provides 24/7 emotional support for anyone struggling with stress, anxiety, or mental health issues.

- **Helpline** – Available 24/7 on 116 123.
- **Confidential support** – For personal or work-related emotional challenges.

samaritans.org.uk

25. Conflict Resolution in the Workplace

Conflict in the workplace is inevitable and can cause the affected staff members considerable stress and unhappiness at work.   Trevion Limited recognises the need to manage conflict effectively to protect those involved. Conflict resolution can lead to better teamwork, stronger relationships, and improved productivity and a happier work environment. In high-stress environments like security, **structured conflict resolution strategies** are essential.

Common Causes of Workplace Conflict

- **Poor Communication** – Misunderstandings, lack of clarity, or tone misinterpretation.
- **Workload & Expectations** – Disagreements over duties, fairness, or perceived inequality.
- **Personality Clashes** – Different working styles, values, or attitudes.
- **Leadership Issues** – Perceived bias, lack of support, or inconsistent management.
- **Job Role Overlaps** – Unclear responsibilities leading to disputes.
- **Health & Wellbeing Factors** – Stress, burnout, or mental health issues impacting teamwork.
- **Poor Training and Leadership** – where individuals are not adequately trained, coached, mentored or furnished with sufficient training materials or information.
- **Bullying, harassment and exclusion** – can lead to instability, insecurity and feeling unable to perform.
- **Competition and Internal Politics** – where there are factions within the team or individuals working to bring others down will cause problems and affect outputs.

26. Conflict Resolution Strategies

Early Intervention

- Address issues **before they escalate** into serious disputes.
- Encourage an **open-door policy** where employees feel safe to raise concerns.
- Use **active listening** – acknowledge concerns without interruption.

Clear & Respectful Communication

- Stick to **facts rather than emotions** when discussing conflicts.
- Use "I" statements instead of blame:
  - ❌ "You never listen!" → ✅ "I feel unheard when my ideas aren't considered."
- Ensure **tone and body language** are neutral and constructive.

Mediation & Negotiation

- Use an impartial **mediator** (e.g., HR, manager, or external professional).
- Focus on a **win-win solution**, where both parties benefit.
- Define clear **compromises and expectations** moving forward.

Formal Resolution Processes

- If informal discussions fail, escalate through **HR or grievance procedures**.
- Refer to **ACAS guidance** for formal dispute resolution (acas.org.uk).
- Security officers may also refer to **Security Industry Authority (SIA) standards** for professional conduct.

Workplace Training & Policies

- Implement **conflict resolution training** for staff.
- Establish **zero-tolerance policies** for harassment and discrimination.
- Promote a **positive work culture** with team-building activities.

27. Signs and Symptoms of Stress, Fatigue, and Mental Imbalance

Recognising the signs of **stress**, **fatigue**, and **mental unbalance** is crucial, particularly in high-stress occupations like security work. These conditions can affect performance, safety, and overall wellbeing. Early identification allows for timely intervention, preventing more serious issues from developing.

Stress can manifest in various physical, emotional, and behavioural ways and is important that we are able to identify and address them when episodes are likely.

Physical Symptoms

- **Headaches** or migraines.
- **Muscle tension** or aches, especially in the neck, shoulders, or back.
- **Fatigue** or feeling drained, even after a full night's sleep.
- **Digestive issues** like stomach aches, nausea, or changes in appetite.
- **Heart palpitations** or rapid breathing.
- **Sleep disturbances** – trouble falling asleep, waking up too early, or poor-quality sleep.
- **Frequent illness** due to a weakened immune system.

Emotional Symptoms

- **Irritability** or feeling easily angered.
- **Anxiety** or nervousness.
- **Feelings of being overwhelmed** or out of control.
- **Mood swings** – rapid shifts between feeling positive and suddenly feeling down.
- **Depression-like feelings** – sadness, hopelessness, or loss of interest in things you once enjoyed.

Behavioural Symptoms

- **Avoidance** of responsibilities or work.
- **Decreased performance and productivity** – difficulty concentrating, forgetfulness, or making mistakes and slower task completion.
- **Social withdrawal** – avoiding interactions with colleagues or friends.
- **Increased use of alcohol, drugs, or cigarettes** as coping mechanisms.
- **Procrastination** – putting off tasks or avoiding decision-making.
- **Increased mistakes** due to lack of focus.
- **Shortened patience** with colleagues or clients.
- **Reliance on stimulants** like caffeine or energy drinks to keep going.
- **Increased isolation** – stops connecting with others and is less collaborative or interactive with team members.

Fatigue in the workplace, especially in security roles with irregular hours, can significantly impact cognitive and physical functioning.

Physical Symptoms

- **Constant tiredness** or lack of energy, even after rest.

- **Frequent yawning** or difficulty staying alert during shifts.
- **Reduced coordination** – feeling clumsy or having slower reflexes.
- **Drowsiness** – excessive tiredness during work hours, leading to accidents or errors.
- **Chronic lethargy** – feeling drained, even after sleeping long hours.

Emotional Symptoms

- **Feeling mentally foggy** or "zoning out" frequently.
- **Loss of motivation** – lack of drive to complete daily tasks.
- **Frustration** with oneself or others due to tiredness.

A mental imbalance can range from mild mood disorders to more severe conditions like depression or anxiety disorders. It's important to recognise the signs early and seek help.

Physical Symptoms

- **Changes in appetite** – either overeating or loss of appetite.
- **Difficulty sleeping** (insomnia or oversleeping).
- **Frequent headaches**, muscle tension, or unexplained aches.
- **Sudden weight gain** or loss that isn't attributed to dietary changes.

Emotional Symptoms

- **Persistent sadness**, hopelessness, or feeling trapped.
- **Excessive worry** or intrusive thoughts that don't go away.
- **Lack of joy** in activities that were once enjoyable.
- **Feelings of worthlessness** or guilt without clear reason.
- **Constant fear** or irrational thinking patterns.

Behavioural Symptoms

- **Extreme mood swings** – feeling euphoric one moment and overwhelmed or depressed the next.
- **Difficulty concentrating** – forgetfulness, poor decision-making, or a "cloudy" mind.
- **Isolation** – withdrawing from work, family, or social circles.
- **Overworking** or neglecting rest, as a form of avoidance or coping.

28. Long-Term Effects of Untreated Stress, Fatigue, and Mental Imbalance

- **Chronic Health Problems** – Increased risk of heart disease, high blood pressure, diabetes, and gastrointestinal issues.
- **Workplace Accidents** – Impaired judgment or reflexes leading to accidents or mistakes.
- **Impaired Cognitive Function** – Difficulty concentrating, making decisions, or solving problems.
- **Mental Health Disorders** – Development of depression, generalised anxiety disorder, PTSD, or burnout.
- **Relationship Strain** – Reduced ability to communicate effectively with colleagues, friends, or family.

29. What to Do If Experiencing Symptoms

- **Recognise the Signs** – Be aware of early warning signs in yourself and colleagues.
- **Talk to Someone** – Confide in a trusted colleague, HR, or mental health professional.
- **Take Breaks** – Ensure regular breaks, especially if working long hours.
- **Practice Stress Management** – Breathing exercises, mindfulness, physical exercise, and healthy eating.
- **Seek Professional Help** – If symptoms persist, contact a therapist, doctor, or counsellor for support.

30. Stress Management Techniques for Security Professionals

Mindfulness and Meditation

- Using apps like **Headspace** or **Calm** can provide structured sessions for stress reduction, focusing, and relaxation.
- Practice mindfulness exercises during breaks to reduce mental fatigue.

Physical Exercise

- Short physical activities, such as walking, stretching, or yoga, can reduce stress, improve mood, and boost energy.
- A fitness regime is particularly beneficial for those working irregular shifts or long hours.

Balanced Nutrition

- Eating healthy meals that support brain health (e.g., omega-3 fatty acids, vitamin D, antioxidants) can improve mental clarity and reduce fatigue.
- Staying hydrated is crucial for maintaining focus and energy levels.

Time Management & Breaks

- **Take regular breaks** throughout shifts to recharge physically and mentally.
- Use **time management tools** like the Pomodoro technique to structure your tasks and avoid overwhelm.

Implementing Stress Management Strategies

- **Frequent check-ins** – Schedule regular meetings or debriefs where team members can express concerns and identify stressors.
- **Flexible working conditions** – Consider adjusting work hours, break schedules, or shift rotations to reduce fatigue and burnout.
- **Open communication** – Encourage an open-door policy where employees can seek help when feeling overwhelmed or stressed.
- **Support from leadership** – Managers and supervisors should lead by example in managing their own stress and prioritising wellbeing.

31. Training and Awareness
Training programs link to this policy to ensure that both employees and managers are equipped to handle mental health matters effectively. These include:

- **Mental health awareness training**: For all staff to help reduce stigma and encourage open conversations.

- **Specialised training for managers**: Teaching supervisors to spot early signs of mental health issues, offer support, and know when to refer employees to professional help.
- **Toolbox Talks on Stress, Fatigue and Mental Health**: Providing staff with tips, symptoms and self care.
- **Mental health first aid courses**: For designated staff members who will be the first point of contact for employees in crisis.

32. Monitoring and Review

Through internal audits we regularly **monitor the effectiveness** of the policy and make improvements when needed, this is done through:

- **Assessing feedback**: Collect employee feedback through surveys, meetings, or focus groups to evaluate the policy's impact.
- **Reviewing policies**: The policy should be reviewed annually or after significant workplace changes (such as the introduction of new work practices) to ensure its relevance and effectiveness.
- **Measuring success**: Track metrics like employee engagement, absenteeism, and staff turnover to assess the impact of the policy.

Conclusion

By implementing this mental health policy, Trevioncan create a safer, healthier, and more productive work environment. We recognise that Mental wellbeing is as important as physical safety, and a proactive approach ensures that security personnel can perform their duties effectively while maintaining good mental health. Implementing such a policy can help create a supportive environment where employees feel comfortable discussing mental health concerns.

By following ACAS and SIA guidance, as a responsible employer within the security sector, we can better support our valued employees' mental health and wellbeing. This not only fulfils legal obligations but also contributes to a more effective and compassionate workplace.

Signed: *Prince Jose*   Position: Managing Director   Date: 30 / 09 / 2025