

Hospitality & Tourism Wellbeing & Development Promise

Supporting resources for businesses in Northern Ireland

The Hospitality & Tourism Wellbeing & Development Promise seeks to act as a signpost for both employers and their teams to access the necessary resources in existence to support best practice of wellbeing in the workplace. The following resources will help businesses in Northern Ireland in implementing the Promise.

A place you will develop

Respect for all team members

Hospitality and tourism businesses can be stressful places to work with peaks in trading applying pressure to deliver great service. It is important that management and team members show each other respect and act courteously towards each other. Management should be very clear that threats or bullying are not acceptable. Guidance to support this objective is available [here](#).

Nibusinessinfo provide a guide to [employee communication and engagement](#).

A manager who motivates, challenges and supports team members can inspire employees to give their best for the company. Nibusinessinfo provide guidance on [how to be an engaging manager](#).

The HATS network [webinar - Reward, Engagement & Recognition](#) looks at using culture to engage, reward and recognise, understanding communication & engaging your team, and how to use emotional intelligence as a tool.

Promote diversity and inclusion

Promoting diversity and inclusion in the workplace is essential so people feel valued and they can reach their full potential on multiple levels. First and foremost, providing an environment where team members feel welcome and valued is fundamental for the make-up of an organisation. Moreover, businesses with a diverse workforce experience additional benefits by creating a team of diverse experience, perspectives, and knowledge, enabling skills to be learned across groups, creating a more harmonious team.

It is imperative that diversity and inclusion are embedded within recruitment policies of all organisations. Businesses can also ensure they are [inclusive employers](#) with the guidance of accredited courses and qualifications available.

NI Business Info provides information on [equality and diversity in the workplace](#)

Support team members in their wider lives

To support team members in their wider lives, you can provide information that they may struggle to access and can often be a case of signposting people to the right information. For example, the Money and Pensions Service that advises people on how to manage their finances. [Citizens Advice](#), a

charity which offers advice on any problem. The Government has a list of organisations from regional to issue-specific support services available, listed on gov.uk.

Additionally, the [Employers Initiative on Domestic Abuse](#) provides employers with support on how they can take action against domestic abuse. They offer tools and share best practice to equip businesses to care for team members affected by domestic abuse.

Finally, an EAP, short for Employee Assistance Programme, can enable employers to utilise third party agencies for various aspects to support wellbeing such as counselling, and assistance lines. There are a range of providers that businesses can engage with to find the best fit.

A rewarding job and career

Ensure team members are well paid

The hospitality and tourism business should ensure that team members are compensated for their work in a fair and rewarding fashion. At a minimum this would ensure full compliance with the [National Minimum Wage Rules](#). Employers could also consider performance linked pay transparency, pay progression policies. Employers might also want to consider incentives such as subsidised meals, voucher schemes, partnerships with other local employers such as gym memberships.

If a team member suspects they are being paid less than the minimum wage rate that they are entitled to, one option is to make a complaint by calling the Acas helpline. Additionally, complaints can also be made online direct to HMRC using the [online form](#)

Tips and Service Charge

Ensuring team members receive tips and service charge help to maintain an engaged workforce, and is what customers want to see. Having a clear policy on tips and service charge is strongly advised. Any deduction to tips or service charge should be kept to an absolute minimum, and should only cover relevant costs, such as bank card fees and management of a tronc system. The objective is for the whole team, both back and front of house involved in service to benefit from tips and service charge. If cash tips are received, it's up to the team members to determine how they'll share these out and report them to HMRC themselves.

Training & Development

Providing training and development opportunities for current and prospective team members is critical to increasing productivity for the business, assisting recruitment and retention, and also increasing social mobility. Internal business training and mentoring can be a powerful part of this process.

Employers can also ensure they support team members on building career plans and ensure they have targets to work towards. Compliance training is a critical part of onboarding and refresher courses to ensure our team members stay safe. Invest NI provide a guide and support for businesses on [developing a staff training plan](#).

There are many training providers and a range of skills support which can assist with upskilling your employees. The HATS [Skills Funding Guide](#) provides links to a range of support programmes and training providers.

The HATS network [Training & Development - Supporting your existing team webinar](#) highlights best practice in developing your people and multi-skilling your teams including providing engaging development pathways and providing opportunities to learn.

Flexible working environment

The hospitality industry has long practised flexible working and continues to offer its team members opportunities to work dynamically. The sector is renowned for its ease of diverse shift hours for team members to choose from. Whilst the sector continues to take pride in this flexibility, ensuring a sufficient workforce is fundamental to the operation of running a hospitality business.

Businesses will always look to grant flexible working requests wherever possible, however, must also take into consideration the commercial realities if they are unable to provide a sufficient team.

Government guidance on [the right to request flexible working](#) was extended in 2014 to all team members with 26 weeks continuous service. This right includes requesting a change to work location, the number of working hours and the associated working pattern. Flexibility must be two-way and it is recommended that you have a clear policy on the period of notice given for changes to shift and consult team members where possible. To promote your businesses as open to flexible working, Working Families provides [a strapline](#) for job adverts, enabling job seekers to identify the companies that are open to a conversation on offering flexible working. For further information for employers, the Flexible Working Taskforce, have developed [reports and guidance](#) to support businesses.

Nlbusinessinfo provide a [guide](#) for businesses on how to promote healthy work-life balance in the workplace.

The Equality Commission NI provides [guidelines for small businesses](#) on flexible working.

The HATS webinar - [Wellbeing – Practicalities](#) explores using culture as a starting point to embed work-life balance practices, well-being practices and how mental health impacts performance.

A place you will thrive

Keeping people safe at work

The employer has a responsibility to their team members to ensure their workplace is safe to be in. The Health and Safety Executive has a wealth of [information](#) to help businesses with this. Their website also includes a [checklist](#) for employers to ensure safety in the workplace.

The HSENI publication - [Protect Your Profit](#) provides information for small businesses on how to develop a health and safety policy.

Supporting mental health

Employers have a duty of care whereby they must do all they reasonably can to support their team member's health, safety and wellbeing. Businesses should ensure that they foster an environment that supports the mental wellbeing of team members, this could include workplace [mental health champions](#). Doing so enables an increase in team productivity and can mitigate the risk of absence.

To assist employers in preventing work related stress, the HSE have developed a [Toolkit](#) designed to help line managers hold initial conversations with their teams as one part of the journey towards preventing work-related stress.

Resources and training are provided by Acas, to ensure that senior team members can identify when other team members may need support. Further support for the individual can be found at [Mind.com](#), a mental health charity which provides a free helpline. An additional resource aimed at team members is the [Licensed Trade Charity](#), which offers a wide range of support to people who do now or have in the past worked in the licensed drinks trade. Finally, [Hospitality Action](#), is a charity which

offers a range of services to help those within the industry such as their Employee Assistance Programme, advice hub, and grants available.

A range of [support for employers](#) is available to raise awareness of mental health in the workplace.

A free [health and wellbeing programme](#) support programme is available to employers offering a package of support funded by the Public Health Agency.

The HATS network webinar - [Wellbeing - Layered approach to mental health](#) covers why mental health should be a priority for business and how to support the mental health of employees.

Enforce a policy of anti-harassment in the workplace

Feeling comfortable in one's working environment is a basic right. Businesses should have in place a policy and practices to ensure that team members are protected from harassment by both customers and their team. Acas provides very helpful [guidance](#) in this area. UKHospitality and the Equality and Human Rights Commission have developed a preventing sexual harassment in the workplace [checklist](#) for hospitality, which helps venues to put appropriate structures in place to protect their teams.

The Equality Commission (ECNI) and the Labour Relations Agency (LRA) have published a [guide](#) which outlines some steps businesses can take to help build an inclusive workplace. Equality NI also provides [Model policies and procedures for employers](#).

All the above will only be possible with a foundation of responsible recruitment:

Responsible recruitment

It is critical that businesses take responsibility for compliance within their direct recruitment process, through recruitment agencies and their supply chain – eliminating any exploitation. This should follow the rules set out by the [Modern slavery home office guide](#) and the hospitality recruitment statement. The Government provides further guidance within the [Responsible Recruitment Toolkit](#), consisting of resources which support businesses to achieve responsible recruitment. NIbusinessinfo also provide a guide for employers on [Modern slavery](#).

As part of the HATS network webinar series:

- The [Recruiting today for your employer brand webinar](#) explores best practices in recruitment and benefits aligned with employer brand.
- The [Employer Basics – Creating safety & security webinar](#) provides a refresh on statutory requirements relating to modern slavery as an employer / manager. It provides a briefing in human trafficking & modern slavery as it applies to hospitality & tourism, with a view on best practice in promoting an inclusive workplace.
- The [Northern Ireland Labour Market webinar](#) -provides an overview of trends and insights into the supply of labour plus looks at opportunities to futureproof recruitment.
- The [Collaboration & Partnership - Supporting training and recruitment webinar](#) showcases the benefits of external partnerships and collaborative relationships with schools, colleges, and other organisations to help businesses and support a diverse workforce.

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