

# HEALTH & WELL-BEING STRATEGY

## 2020-2025



# CONTENTS

**01 WELL-BEING AT CWA**

**02 CWA VALUES**

**03 CONTEXT**

**04 PRINCIPLES FOR SUCCESS**

**05 PILLARS OF WELL-BEING**

**06 MEASURING SUCCESS**

**07 THE VISION FOR CWA 2025**

**08 APPENDICES**

**09 REFERENCES AND POLICIES**

# 02 CWA VALUES

**Our vision at CWA is for a world where all women and girls are empowered and encouraged to achieve their full potential and live free from violence and the threat of violence, to pursue their human rights and fundamental freedom. Our values guide us in achieving this and form the basis for our well-being strategy:**

## INTEGRITY

We consistently strive to be honest, genuine and accountable. Underpinning our organisation is a strong work ethic, grounded in a steadfast adherence to respectful and ethical practice.

## COMMUNITY

We believe we are stronger when we act together forging and enabling connections among individuals to build a community dedicated to our vision and mission. We also believe in working with and being of service to the many communities with whom we work.

## COLLABORATION

We will never forget the power created when individuals work and act together, this is when social change can occur. We value working respectfully with others toward common goals. We believe we are stronger together and that unified action is essential to increase the impact of our collective work.

## CREATIVITY

We believe that expansive, imaginative thinking and action generate powerful and innovative solutions. We value the time, space and freedom that allow creativity to bloom.

## POSSIBILITY

We challenge ourselves individually and organisationally to look past constraints - striving to be our best through consciously taking risks. In the spirit of innovation, we commit to pushing the boundaries of not just what is doable, but what is possible.

## MINDFULNESS

We believe that mindfulness supports not only greater healing but also greater opportunities for personal growth and happiness. As an organisation we use this practice to identify which ideas and aspirations are important and which assumptions limit our growth.

# 01 WELL-BEING AT CWA

## PREFACE

We understand that the beating heart of our organisation is its staff and volunteers and that they will serve as positive role models for the women, children and young people who we are here to support.

Our work is often stressful, pressured and we hear terrible stories of violence and abuse. We witness the fallout of abuse on survivors who need our support while they deal with the trauma they are experiencing.

We wanted to make sure that our health and well-being strategy was led and developed from the ground up, with real engagement not only in the production of this strategy but also in its delivery every day, in every corner of our organisation.

It is critically important that we do not just let this strategy and its attendant action plan sit on a shelf. This is a living document and its intention, as well as its activities, must be woven into the culture of our organisation.

Our intention is not just to mitigate illness and prevent harm, although both of those aims are important, we want to go further. We want to create an environment, a culture, where everyone can thrive at work.

As such we want to ensure our strategy is fully integrated into our day to day working and specifically addresses mental health and well-being - not only when things start to go wrong. Prevention and early intervention is as important for supporting our staff and volunteers, as it is with our survivors.

This strategy, and its action plan, is a statement of intent and its ultimate goal is to sustain a safe working environment (encompassing both physical and mental safety) and a sense of belonging, and to improve the health and well-being of all at Cardiff Women's Aid.



# WELL-BEING AT CWA

## STRATEGY MISSION

Through the development, integration and monitoring of our well-being strategy, we will commit to the well-being of our staff and organisation to ensure we continue to prevent the incidence of violence against women and girls, reduce the impact of its consequences and provide a survivor focused pathway to recovery.

## AIMS OF THE STRATEGY

The aims of the well-being strategy are:

- The creation of a well-being culture at Cardiff Women's Aid that supports everyone in all areas of their work.
- To become a sector leader in maintaining a healthy and nurturing workplace to staff employed in trauma based social care.
- Through continuous assessment of our well-being practices, to become the 'go to' employer for prospective employees, students and volunteers.



## 03 CONTEXT

“

*Health and well-being embrace the whole person - physical and mental health both within, and external to the workplace.*

”

According to a 2019 survey carried out by Unite, the union amongst non-profit sector workers, it found “42% of respondents believe their job was not good for their health”. Therefore, it is vital to the resilience of the organisation to ensure that staff well-being is made a priority at all levels of Cardiff Women’s Aid.

Well-being is greater than simply an absence of ill health and disease, and is defined as a feeling of physical, emotional and psychological wellness (World Health Organisation definition of health, 1948).

The strategy’s purpose and core principles are inclusive and applicable to the health and well-being of anyone involved in CWA: Staff, Volunteers, Management and Trustees.

The Well-being of Future Generations (Wales) Act 2015 should be adhered to in as far as they affect our staff and their activities.

Whilst CWA is not mentioned as a public body in the Act, our objectives are to improve the economic, social, environmental and cultural well-being of Wales. Of the 7 goals mentioned, the most relevant to our organisation are:

- A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
- A society that enables people to fulfil their potential no matter what their background or circumstances (including their socioeconomic background and circumstances).
- Attractive, viable, safe and well-connected communities.
- A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

# 04 PRINCIPLES OF SUCCESS

The following are workplace principles for good Health and Well-Being practices at CWA and which support an organisational culture and environment where there is an ambition to achieve excellence.



## STANDARDS

1. Everyone feels safe, valued and respected and is rewarded accordingly through appropriate pay, terms, conditions and recognition.
2. An inclusive organisational culture is created and maintained whereby everyone acts responsibly towards their colleagues and feels part of CWA's mission.
3. Champions are appointed at Board and Senior Manager Level to promote good health and well-being, including the recognition and adjustments needed to deal with mental health issues. Training will be given.
4. Everyone's identity is protected and the level of privacy designated is relevant to their role.
5. A nurturing physical work environment is provided.

## COMMUNICATIONS

6. Effective Communication at all levels. It is essential that people are provided with up-to-date information that is relevant, accurate, informative and timely on a need to know basis.
7. Communication is respectful and proportionate.

## MANAGEMENT, SUPERVISION & TEAMWORK

- 8.** Job descriptions, tasks and Contracts of Employment are clear, reasonable and regularly reviewed. Work priorities are clear so that conflicts that cause stress over the use of work time are eliminated.
- 9.** Everyone is clear about what they need to do improve and maintain their performance at work through an effective appraisal system.

## CONSULTATION

- 10.** Appropriate consultation takes place on issues, policies and practices that affect work roles.
- 11.** Staff suggestions are welcome on any issue.

## PERSONAL SUPPORT & DEVELOPMENT

- 12.** Budgets for training and staff development are identified, allocated, monitored and reviewed regularly.
- 13.** Physical and virtual workspace is allocated for breaks/rest/time outs, with refreshments available.
- 14.** Clinical Supervision is available.

## REALISTIC EXPECTATIONS & PROGRESS

- 15.** It is agreed that consolidation is an essential foundation for organisational health and well-being growth.
- 16.** Organisational resources must not chase growth ambitions unless we are confident we have the foundations firmly established.
- 17.** Thus overall, progress is made towards the organisation we wish to be.



# 05 PILLARS OF WELL-BEING

## THERE ARE 5 PILLARS OF WELL-BEING AT CWA:

- CULTURE
- COMMUNITY
- COMMUNICATION
- DEVELOPMENT AND CHANGE
- MENTAL AND PHYSICAL HEALTH

### CULTURE

Ensuring and maintaining a culture of well-being across the organisation, one which supports all members to thrive. This is demonstrated by:

- Everyone has a contract that recognises and respects their role and status.
- There must be consistency across the organisation in relation to levels of responsibilities, job title, content etc.
- Time is valued. Everyone is paid for hours worked or given time off in lieu.
- All staff are encouraged and supported to finish on time.
- If it is systematically identified that staff are working in excess, then Job Descriptions should be reviewed.
- Risk Assessments created job by job and appropriate follow up actions.

*UNDERPINNED BY CORE PRINCIPLES: 1, 2, 3, 4, 5, 6, 7, 8*

### SUGGESTIONS 2020-2025

- Rewards for length of service.
- Recognition for individual and team achievements when targets are met or for significant personal commitment.

## COMMUNITY

To support and nurture a community in which members thrive and well-being is central to the ethos of the organisation. This will be achieved by:

- Staff photographs (by agreement) with roles, to be displayed in work spaces.
- Team and individual initiatives to be advocated.
- Regular contact between teams and co-partners to share information and knowledge to be encouraged.
- Language to be inclusive and respectful. Staff members' differences to be celebrated.
- Equality and Diversity to be actively supported to encourage sharing of cultures and knowledge.
- The organisation to function as a whole and support for each other to be endorsed.

*UNDERPINNED BY CORE PRINCIPLES: 1, 2, 4, 7, 15, 16*

## SUGGESTIONS 2020-2025

- Well-Being Days be established to act as an anchor for our organisational stability and growth.
- CWA Birthday Annual Celebration.
- Staff Social Committee to organise events. such as BBQs and/or a Christmas Party.





## COMMUNICATION

Facilitate and support effective communication at all levels across the organisation to ensure all members of the community are included, able to contribute and are kept up to date. This will be achieved by:

- Debriefs after challenging work tasks.
- Information sharing channels be set up, reviewed and maintained.
- Completers on email footers: hours worked, contact details etc.
- Work communications outside working hours discouraged, unless it is identified in the job description.
- Boundaries between work and down time are respected.
- Regular RISE Team meetings are held.
- Display information about occupational health services, mental health awareness and counselling available.
- Regular, planned Staff Rep meetings.

*UNDERPINNED BY CORE PRINCIPLES: 6, 7, 9,  
10, 11*

## SUGGESTIONS 2020-2025

- Newsletter or E-brochure.
- Regular CWA news to include new starters, announcements etc.



## DEVELOPMENT AND CHANGE

To encourage all members of the organisation to learn and seek opportunities to actively develop their potential. To provide clear leadership through change and ensure collaboration and consultation are central. This is achieved by:

- The amount and type of training that can be allocated to each individual.
- Time off for exams.
- Training for Team Leaders in the coaching and development of staff.
- Personal Development Plans are continually reviewed and training needs reported.
- Review of recruitment and staff retention to include actions for improvement.
- Active encouragement of staff to develop in house to retain skills and knowledge.
- Creation of a learning culture with access to a variety of learning methods that enable members to develop at their own pace.

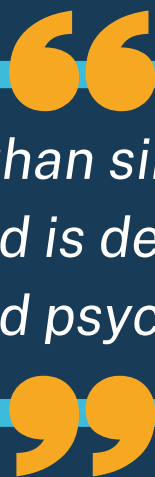
*UNDERPINNED BY CORE PRINCIPLES: 6, 9, 10, 11, 15, 16*

## SUGGESTIONS 2020-2025

- Implementation of an e-learning suite.
- Awards for staff achievements in development, commitment and longevity.
- Training for excellence programme to be developed to ensure all new staff are supported and retained.
- More active staff reps meetings to encourage collaboration and member decision making.







*Well-being is greater than simply an absence of ill health and disease, and is defined as a feeling of physical, emotional and psychological wellness.*

## MENTAL AND PHYSICAL HEALTH

To actively support wellness and health across the organisation, ensuring all members of the CWA community have access to information and services that will help them thrive. This will be achieved by:

- Regular short breaks (Time Outs) be taken especially from screen work and client interactions especially those involving potentially stressful situations.
- Debriefs after challenging work tasks.
- Managers at all levels to monitor and review well-being in their teams.
- Team Meetings to include informal well-being check ins.
- Posters containing health and well-being information are prominently displayed and regularly reviewed and changed: HSE, Anti-smoking, positive language, cultural issues, link to SHOUT Groups.
- Induction to include values, ethical/moral and health and well-being awareness of our community.
- Providing member access to Mental Health First Aiders at work.
- Access to counselling.
- Monitoring the provision of clinical supervision for all members.

*UNDERPINNED BY CORE PRINCIPLES: 1, 2, 3, 5, 8, 13, 14*

## SUGGESTIONS 2020-2025

- Well-being budget to be allocated by the Board and administered by a staff committee.
- A pleasant working environment in general potentially including pictures linked to the wonderful work of staff and volunteers, plants & lighting.
- Working from home (WFH) is supported when it can to meet individual needs.
- Quiet space set aside with no interruptions to enable Time Outs.

# 06 MEASURING SUCCESS

The success of WELLBEING@CWA will be measured according to:

- Annual staff survey.
- Regular and recorded feedback from the staff reps.
- Collection and comparison of quarterly data relating to sickness levels, absence and staff turnover.
- Quarterly assessment of each pillar through a staff survey and reporting of results to the board.
- Listening and learning from exit interviews.

# 07 VISION FOR 2025

By 2025, Cardiff Women's Aid will have:

- Created a well-being culture that supports all members of the CWA family, in all areas of their work.
- Become a sector leader in maintaining a healthy and nurturing workplace to staff employed in trauma based social care.
- Become a 'go to' employer for prospective employees, students and volunteers, through continuous assessment of our well-being practices.

# 08 APPENDICES

## APPENDIX 1: THE DEFINITION OF WELL-BEING

Well-being is:

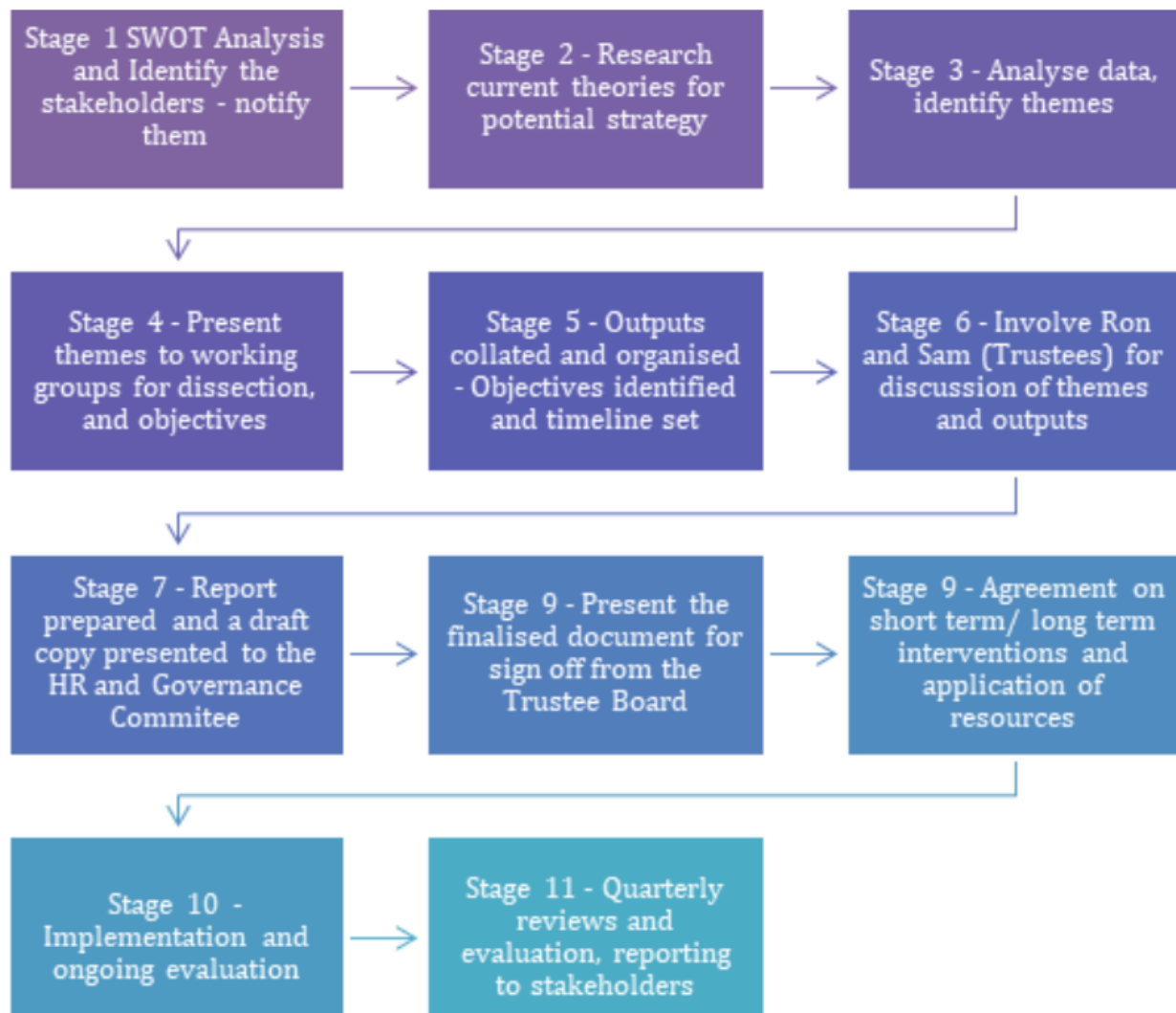
‘Creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organisation.’ (CIPD, 2016)

‘A dynamic state, in which the individual is able to develop their potential, work productively and creatively, build strong and positive relationships with others, and contribute to their community. It is enhanced when an individual is able to fulfil their personal and social goals and achieve a sense of purpose in society’ (Foresight, 2008).

‘A positive physical, social and mental state; it is not just the absence of pain, discomfort and incapacity. It requires that basic needs are met, that individuals have a sense of purpose, and that they feel able to achieve important personal goals and participate in society. It is enhanced by conditions that include supportive personal relationships, strong and inclusive communities, good health, financial and personal security, rewarding employment, and a healthy and attractive environment.’ (DEFRA, 2009)

## APPENDIX 2: METHODOLOGY

Given the context of the strategy that “42% of respondents believe their job was not good for their health” according to a 2019 survey carried out by Unite the union amongst non-profit sector workers which found it is vital to the resilience of the organisation to ensure that the staff well-being is made a priority at all levels of Cardiff Women’s Aid. The aim of this document is to outline the strategy plan which will explore the concept of well-being as defined by the staff of CWA and to commit the organisation and all those employed and volunteers to improving health and well-being. The strategy will establish short and long term interventions and an evaluation process to ensure all the objectives and aims which are implemented to ensure it remains relevant and flexible. Below are the stages of methodology followed in researching and creating the strategy:



## APPENDIX 3: LEGISLATION

<https://www.futuregenerations.wales/about-us/future-generations-act/>

<http://www.legislation.gov.uk/anaw/2015/3/contents/enacted>

<https://www.gov.uk/government/publications/domestic-abuse-bill-2020-factsheets>

<https://www.hse.gov.uk/simple-health-safety/law/index.htm>

<https://www.gov.uk/guidance/equality-act-2010-guidance>



## APPENDIX 3: HOME WORKING

In light of the current public health crisis and legal considerations for the protection of all employees from Covid-19, please refer to guidance below from the NHS:

<https://www.nhs.uk/oneyou/every-mind-matters/coronaviruscovid-19-staying-at-home-tips/>



# 09 REFERENCES AND POLICIES

<https://www.cipd.co.uk/knowledge/culture/well-being>

Health and Well-Being (Wales) Act 2015

Cardiff Women's Aid Policies: Clinical Supervision; Code of Conduct; Equality and Diversity; Working Hours; Management Supervision; Learning and Development; Capability Policy; Dignity at work Policy

