

Disability Sport Wales Wellbeing Framework

Purpose

The purpose of the framework is to establish, promote and maintain the wellbeing of all our team through workplace practices. Disability Sport Wales is committed to providing a thriving working environment and recognises that the wellbeing of our team is key to organisational success and providing a thriving work environment is a key element to employees' mental health and wellbeing.

When referencing wellbeing, this is intended to include the physical and mental health of employees, while recognising employees' values, personal development and areas of work contribute to their overall wellbeing at work.

The framework sets out the basis for our organisation to provide an environment that promotes and supports a positive state of mental health and wellbeing for our employees and those we work with.

DSW commits to...

How?

Support the creation of an environment and culture that allows all individuals to thrive and facilitate the development of all of our people

Providing effective training to aid understanding and eliminate stigma relating to mental health issues.

Implementing measures at all levels of the organisation that provide a workplace and culture that promotes good mental health and wellbeing.

Empower staff to feed into future adaptations and additions to this framework and wider wellbeing policy and support, including evaluating their effectiveness.

Ensure appropriate levels of psychological safety and support a person first approach

Integrate values & behaviours into daily practice – including informal and formal settings (workshops, conversations etc).

Take opportunities to effectively develop personal and contextual enablers.

Implementing effective arrangements for identifying workplace stressors.

Ensure clarity and consistency of environment across the organisation

Ensuring that all staff are aware of their responsibilities in a manner that is consistent with this framework.

Collaborate across the organisation to ensure an organisation-wide approach when developing new programmes and/or resources.

Ensuring that all employees receive a copy of this framework during the induction process and have continued access to the framework throughout the length of their employment.

Increasing employee knowledge and awareness of mental health and wellbeing and providing opportunities to practice techniques to improve physical and mental health.

Communications and training to promote understanding of the importance of mental health and physical and mental wellbeing to all employees.

Providing training and support to managers on recognising mental health issues and in supporting employees.

Providing wellbeing focused sessions within learning series programme to influence wider sector and stakeholders.

Contribute to wider health and wellbeing programmes throughout the year (weeks to note)

Providing proactive support for staff who are experiencing mental health problems, inside and outside the workplace, in a positive manner.

Ensuring we provide appropriate support services for employees experiencing mental health problems.

Provide training and guidance to line managers and employees in the range of support available and how to access it, including mental health first aiders to support the goals of this framework.

Regularly assess the effectiveness of this framework and its implementation

This framework will be reviewed by the Governance Committee, according to the policy review cycle, considering recommendations and feedback from employees.

Employees are empowered to actively contribute to and provide feedback regularly, to further strengthen its effectiveness, in line with a changing society.

Disability Sport Wales Wellbeing Framework



Aim of the Framework

The Wellbeing Framework aims to support the Disability Sport Wales strategy, by helping to achieve our strategic priorities, with a particular focus on Strategic Priority 4: Grow as a sector-leading, healthy and accountable organisation.

The ultimate goal of the wellbeing framework is to;

- drive a positive culture of wellbeing and improve the health and wellbeing of all Disability Sport Wales employees
- recognise that managing the wellbeing of all employees is key to our success,
- attract, recruit, develop and retain the best calibre and competencies to match the needs of the organisation.

The framework is informed by the Wellbeing of Future Generations (Wales) Act 2015 and Thriving Environments (WIPS).

Disability Sport Wales Values

Champion Everyone

We believe in meaningful opportunity, broad diversity and great achievement

Proudly Welsh

Together we are dedicated, passionate and welcoming

Value Growth

We listen and learn; we nurture share and support

Highlight Possibility

We are ambitious, creative and resourceful

5 Ways of Working

Long-term

Importance of balancing short-term needs with the needs to safeguard the ability to also meet long-term needs

Integration

Considering how the public body's wellbeing objectives may impact upon each of the wellbeing goals, on their objectives, or on the objectives of other public bodies

Involvement

The importance of involving people with an interest in achieving the wellbeing goals, and ensuring that those people reflect the diversity of the area which the body serves

Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its wellbeing objectives

Prevention

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives

What do we mean by a 'thriving environment'?

When referencing a commitment to the 'environment' This is broken down as the surroundings or physical environment, circumstances or conditions that a person operates within Disability Sport Wales.

People can be described as thriving when they experience high levels of performance & success and high levels of growth & development, alongside high levels of wellbeing.

Enabling thriving environments is facilitated through personal and contextual enablers and the satisfaction of the 3 basic psychological needs.

Personal Enablers

- Motivation
- Resilience
- Social skills
- Religiosity / Spirituality
- Positive outlook
- Proactivity
- Goal Setting & creating challenge
- Knowledge & learning

Contextual Enablers

- High quality relationships (including colleague and family support)
- Attachment
- Trust
- Enabling environment

Success will require a collaborative approach to all areas of work across Disability Sport Wales will be required to promote a consistent culture of wellbeing.

Framework > Practice

The framework aims to bring together Disability Sport Wales working practices and policies to support the wellbeing of employees. Through the coordination of current, and the identification of further opportunities, an action plan can be established that consolidates the wellbeing support across the organisation. These have been framed together to be illustrated through:

1.1. Inclusive Recruitment:

Disability Sport Wales has a clear purpose to: advocate an inclusive approach within the sector. Each role within Disability Sport Wales exists to contribute to our shared purpose and to enable activities to achieve this. This is highlighted throughout an inclusive recruitment process.

1.2. Thriving Environment:

Our work culture is built on trust and respect for diversity, ensuring equity, and inclusion of all staff. An engaged and empowered staff that enjoys their work is Disability Sport Wales' most important asset and key for our success. We strive to create an environment where wellbeing is prioritised.

Recognising the strength of flexibility and teamwork among colleagues is key for the success of our work. This includes providing specialist resources for team members to best fulfil their roles. All roles enable and encourage employees to seek and share knowledge, create and develop innovative solutions, and bring added value to all stakeholders.

1.3. Growth & Development:

To successfully deliver our Strategy and fulfil our purpose, Disability Sport Wales need a mix of skills, knowledge and experiences, including maximising potential for development.

These skills, knowledge and experience requirements are set out in all job descriptions, with equitable opportunities for professional development and growth. Each staff member has a responsibility to ensure that their skills stay relevant within a continuous changing sector.

Inclusive Recruitment

Clear Purpose – all role adverts include clear links to the overall strategic direction of Disability Sport Wales as an organisation

Diverse Advertisement – working with appropriate equity partners to share all roles as widely as possible

Inclusive Processes – opportunity to complete all stages of recruitment through Welsh, BSL, and English

Role Descriptions – Knowledge and experience requirements are clearly set out in all role descriptions, with equitable opportunities for professional development and growth.

Onboarding – all staff follow a standard onboarding process, including environmental assessments and processes and support



Thriving Environment:

Team Meetings – Weekly whole team meetings to encourage collaboration across work areas, including encouragement for all team members to use their voice.

Check Ins – Weekly check ins to enable regular contact between all employees and their respective line managers.

Flexibility & Teamwork – Recognition of the strength of flexibility and teamwork among colleagues is key for the success of our work.

Hybrid working options with multiple office locations, and support for colleagues to work from home, and flexible hours.

Resources – Workforce is supported to access tools and systems to support them to perform their role to the highest standards.

Team Days – Biannual team away days to bring all areas of work across the organisation together.

Growth & Development

- **Learning** – All team members are supported through regular Continuous Professional Learning sessions that compliment all areas of work.
- Staff are supported to access continuous professional development opportunities to ensure that skills stay relevant within a continuous changing sector.
- **Reviews** – Performance management is continuous through weekly check ins and Professional Development Reviews.
- **Pay** – Pay and benefits are set at levels which are competitive for the sector and which recognise individual's abilities, responsibilities and experience.

How will we measure the impact of this framework?

As an organisation, we acknowledge that measuring and reporting the impact of this framework and procedures is key to achieving its aims of promoting and maintaining the mental health and wellbeing of all our staff. We are therefore committed to the effective measurement of the impact of this policy and to reporting on it to the team and the board.

The impact will be assessed in a number of different ways, including monitoring and reporting:

- a) staff turnover due to mental health conditions or stress and as a proportion of all staff turnover;
- b) staff absences due to mental health conditions or stress and as proportion of all staff absences; (those that are linked to & those not linked to work)
- c) accidents or errors at work that might be attributable to mental health difficulties at work;
- d) staff wellbeing survey
- e) Feedback from employees on our Wellbeing Framework, to include suggested improvements.

Introduction

The following resource supports the Disability Sport Wales Wellbeing Framework and aims to provide advice and guidance to all employees and those we work with. The following guidance aims to ensure those who are experiencing mental health issues are supported and treated with respect, confidentiality and without discrimination.

How to respond in an emergency?

If there is a fear that the colleague is in danger of immediate harm then the normal procedures for medical emergencies should be followed, including alerting the first aid staff and contacting the emergency services if necessary.

Responsibilities

1.1. All employees

- engaging with their managers to work together to enhance wellbeing across the whole team
- taking actions to support their own wellbeing, including accessing support through HR and other wellbeing resources as appropriate
- reporting wellbeing issues to their manager as early as possible
- taking part in training and development opportunities
- contacting support services when required
- being aware of Disability Sport Wales' policies and procedures on wellbeing
- identifying early when they or a colleague are beginning to experience excessive pressure that may lead to work related stress and raise this with their line manager or HR so they can help in resolving this
- working with their manager or HR in tackling the issue, for example, identifying solutions they think may help
- supporting and getting involved in organisational initiatives
- being supportive of colleagues experiencing wellbeing issues
- working with their line manager or HR in identifying solutions to help them return to work effectively after taking any extended sick leave
- updating diaries to show annual leave and working hours or when they are having protected time
- setting ground rules for themselves to ensure they are only working their set hours

1.2. Line Managers

- supporting their own wellbeing and providing an example to others, seeking support as required
- engaging with employees to promote and enhance their team's health and wellbeing, and including wellbeing in training plans where appropriate
- effective recruitment, induction, onboarding, development and training

- supporting employees through a changing and challenging climate – enhancing coping capacity and developing a more flexible/agile work environment in line with the new ways of working
- empowering employees and giving them appropriate autonomy
- monitoring and recognising work stress amongst employees and offering necessary support/control measures
- creating a culture in which issues that arise are quickly identified and solutions considered against an individual's needs
- monitoring workload in relation to health and wellbeing
- discuss forecasts, workplans and workload during team meetings
- implementing effective return to work programmes following employees' illness/absence from work
- regularly discussing wellbeing in check ins with employees
- creating a safe and healthy environment for all employees at work
- engaging and communicating with employees and raising awareness about wellbeing
- understanding their role in preventing and managing wellbeing issues, and that work pressures can sometimes cause or exacerbate these
- being aware and supportive of factors affecting staff
- being visible and available across the organisation
- being a role model in supporting their own and others' wellbeing, seeking support where required
- being committed to good communication in order to create a culture that promotes wellbeing and establishes a positive work/life balance
- recognising employee skills and contributions
- ensuring effective workforce planning

1.3. HR Support

- understanding what wellbeing issues are, what causes them and how they can be prevented and managed
- developing suitable policies and procedures to support wellbeing
- engaging and communicating with staff and raising awareness of wellbeing support
- working collaboratively with employee representative groups to implement solutions to issues identified by staff
- monitoring and reviewing solutions
- supporting line managers in preventing and managing individuals experiencing wellbeing issues, including helping them return to work
- working with others providing services to support individuals, for example, occupational health services, to identify sources of problems that need action and to manage successful return to work
- identifying additional policies and initiatives that may promote and enhance the health and wellbeing of staff

How to recognise signs of mental health problems at work.

We may become aware of signs which indicate that a colleague is experiencing mental health or emotional wellbeing difficulties. These warning signs should always be taken seriously and staff observing any of these warning signs should communicate their concerns to the employee's line manager. Possible warning signs include:

- a) changes in productivity e.g. deterioration in performance at work, lethargy in a previously energetic person, new pattern of unexplained lateness or absences, recent inability to concentrate on work, recent inability to complete work;
- b) changes in social functioning e.g. deterioration in social functioning, withdrawal from colleagues, isolation;
- c) changes in personality or behaviour e.g. extreme mood swings, acting anxious or agitated, showing rage, uncontrolled anger, behaving recklessly;
- d) increased alcohol or drug use;
- e) changes in eating and sleeping patterns;
- f) signs of (self-inflicted) physical harm.

How to identify areas of stress at work.

The HSE defines stress as ‘the adverse reaction people have to excessive pressure or other types of demand placed on them’. This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress which can be detrimental to health.

They identify six main areas of work design which can affect stress levels, and which should be managed carefully and proactively. These are:

- a) demands: workload, work patterns, environment;
- b) control: how much say you have in the way you do your work;
- c) support: encouragement, sponsorship and resources provided by organisation, line management and colleagues;
- d) relationships: promoting positive working to avoid conflict and dealing with unacceptable behaviour;
- e) role: understanding your role within the organisation and whether the organisation ensures that you don’t have conflicting roles;
- f) change: how organisational change is managed and communicated.

How to support a member of staff experiencing poor mental health.

Staff may notice signs of possible mental health problems in a colleague and are encouraged to approach the colleague concerned and offer to talk and to help them speak to their line manager as early as possible.

Line managers will arrange a time to talk privately and listen non-judgmentally to the employee’s current concerns and situation, whether this arises from problems inside or outside of work. They will assess the impact on their work and if the person is well enough to be at work; whether work stressors are contributing to the current condition and, with the employee, agree what next steps will be most appropriate in the short term and in the medium term. They will confirm who else needs to know and make arrangements for how best to support the employee and how often.

It may be helpful to make reasonable adjustments and /or to put in place a Wellness Action Plan. They will make notes about what took place as soon as possible and share these with the affected member of staff.

This information and notes may be shared only on a ‘need to know’ basis.

Further Resources:

Data & Insight: UK Measures of National Wellbeing Dashboard

A visual overview of how people in the UK are doing across 10 domains of national wellbeing.

<https://www.ons.gov.uk/wellbeing/dashboard>

Data & Insight: OECD Better Life Index

This Index allows you to compare wellbeing across countries, based on 11 topics the OECD has identified as essential, in the areas of material living conditions and quality of life.

<https://www.oecdbetterlifeindex.org/>

Policy: The Wellbeing of Future Generations (Wales) Act (2015)

<https://www.gov.wales/wellbeing-future-generations-wales-act>

Policy: The Scottish National Performance Framework

<https://nationalperformance.gov.scot/>

Policy: UN 17 Sustainable Development Goals (2015)

<https://sdgs.un.org/goals>

Podcast: What has wellbeing got to do with it?

Government policy is connected with almost every aspect of our lives – yet how does it get made in practice? What does the move towards a wellbeing-centred, data-driven policy agenda look like? And what might we learn from New Zealand's experience of a wellbeing-first budget?

<https://whatworkswellbeing.org/resources/policy-wellbeing-podcast/>