

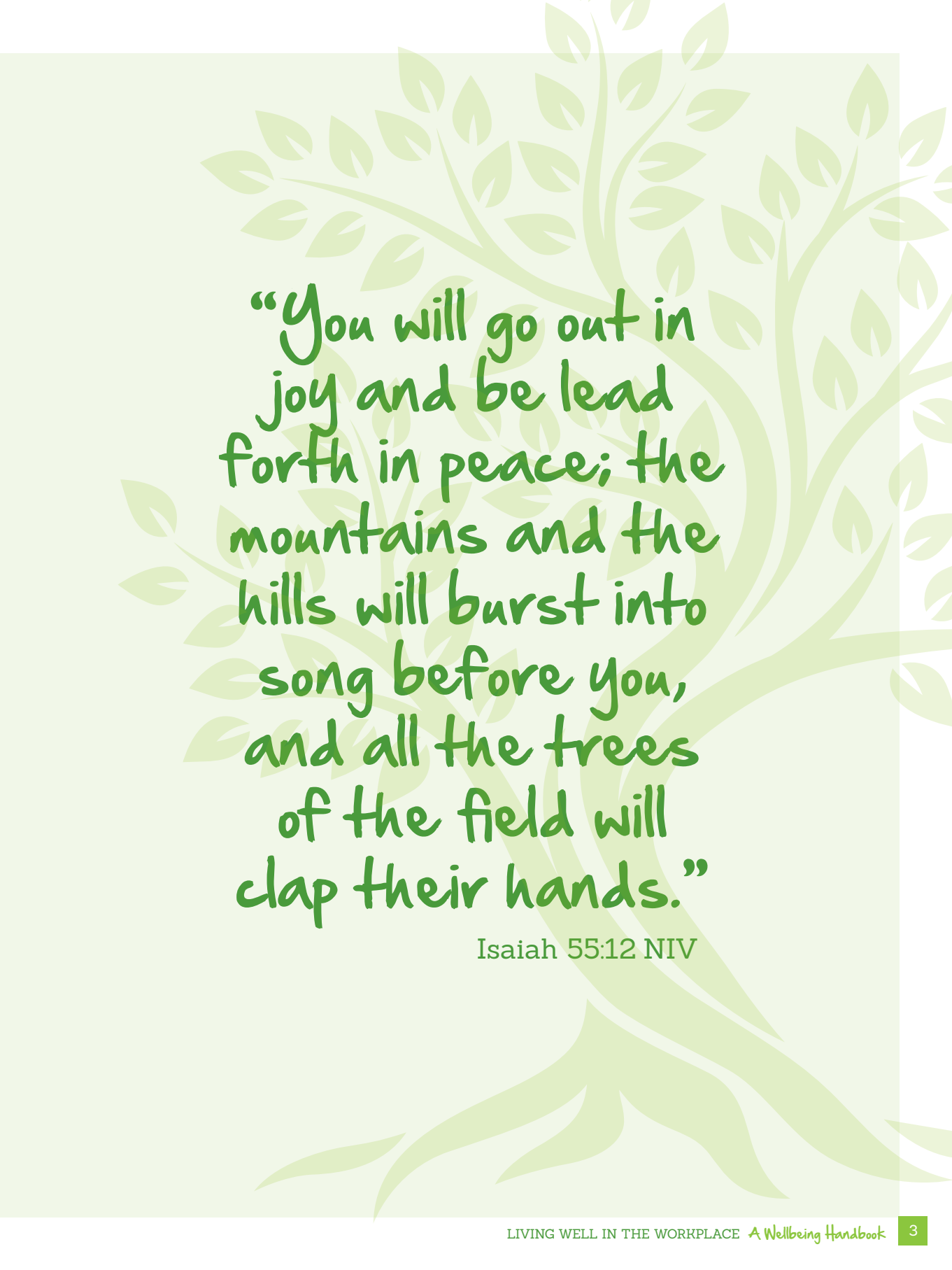
Living Well in the Workplace



Providing wellbeing support, guidance and signposting for those employed by the Exeter Diocesan Board of Finance

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“You will go out in
joy and be lead
forth in peace; the
mountains and the
hills will burst into
song before you,
and all the trees
of the field will
clap their hands.”

Isaiah 55:12 NIV

Welcome from the Diocesan Secretary

Dear Colleagues,

As employees we are privileged to be part of an organisation which has so many opportunities to meaningfully and positively impact the lives of people across Devon. But we also recognise the demands of our roles and the needs of the organisation can, if we are not careful, begin to affect our work-life balance and ultimately our wellbeing.

Wellbeing is both a personal and a shared responsibility. As individuals we need to make sure we take good care of our physical and mental health, maintain a healthy balance between the demands of our home lives and our work lives, as well as making time for those things which support and refresh our vitality. And as we do these things for ourselves we must also do what we can to encourage and support those around us to do the same.

As a Diocese we are committed to creating a culture, based on trust and respect, which is open and honest and supportive of all our employees' wellbeing - a culture of interdependence and mutual support which we can all contribute to as well as gain from.

This Handbook forms part of that commitment and it is my hope that no matter what our individual circumstances we will all find the Handbook to be a practical and useful aid to supporting and improving our wellbeing, so that we can continue to support one another and serve the people of Devon with joy.

Thank you for all that you do for the organisation and one another,

A handwritten signature in black ink, appearing to read 'Stephen Hancock', is centered on the page. The signature is fluid and cursive, with a large initial 'S'.

Stephen Hancock
Diocesan Secretary

Introducing the Handbook

In the Diocese of Exeter we recognise the importance of wellbeing for those employed by the Exeter Diocesan Board of Finance (EDBF). We want to promote a culture of health, wellbeing and self-care across the Diocese and we are committed to providing resources which will help us to do this.

The aim of this Handbook is to offer a framework for wellbeing for the Diocese which is suitable for both our personal and our working lives. The Handbook details the approach we are taking to promoting wellbeing and it encourages us all to develop and establish healthy patterns and habits of self-care and to maintain good working practices. The Handbook has been reviewed and endorsed by the Wellbeing Panel whose remit is to oversee, coordinate and monitor both the wellbeing of individuals and the nurturing of a Diocesan culture in which all can flourish.

Who is this Handbook For?

This Handbook is provided as a resource for all those employed by the EDBF and fulfills part of our commitment to creating a culture of wellbeing across the Diocese. It supplements the existing provision for the support and wellbeing of employees which can be found in the *EDBF Employee Handbook* and the standalone EDBF policies, all of which can be found on the PeopleHR system.

This Handbook does not form part of any employee's contract of employment and only offers guidance, best practice and further wellbeing signposting for employees to consider.

How to use this Handbook

Whilst all aspects of wellbeing are interlinked, the Handbook looks at the different aspects of wellbeing in turn providing guidance, tips and suggestions others in the Diocese have found helpful, along with some questions to aid personal reflection. The Handbook also contains comprehensive signposting to a wealth of resources and sources of help from the Diocese of Exeter and many other organisations which we may find useful in supporting our overall wellbeing.

Employees are free to use this Handbook however they see fit and they are responsible for how they choose to implement any of its suggestions.

Five Principles of Wellbeing

The Diocese of Exeter's framework for wellbeing is based on five key principles:



Remembering Grace

Grace is the thing we need in life, but it is the thing we are most likely to forget: we need to offer grace as well as receive it from others, and we may not even recognise grace at work. Grace is like a clean oxygen rich atmosphere we breathe, necessary for life, health and for growth. We can describe grace as allowing others to be themselves, seeing the best in them and helping and encouraging them to be their best selves.



Embracing Our Uniqueness

We are all uniquely and wonderfully made. We are a tapestry of temperament, personality attributes and character traits as well as experiences, hopes and dreams. Getting to know ourselves better means recognising our natural strengths, talents and skills; understanding how we are wired, what our personal values are and what inspires us. This enables us to identify what we need as individuals to thrive and it also means we shouldn't compare ourselves to anybody else.



The Importance of Self-Awareness

In our enthusiasm to fulfil our roles, it is easy to fill each day with both people and tasks. But, all the time, the reality of who we are will be informing what we say and do, and how we react. So a key practice of getting to know ourselves better is developing self-awareness. Being self-aware is not being selfish but is the foundation upon which our awareness of others is built. Consequently insight into what makes us tick gives us insight into what makes others tick and our relationships with others will begin to improve as a result.



Vulnerability and Weakness

To become self-aware means risking being vulnerable. To be vulnerable is choosing to be open, honest and emotionally available to ourselves and others. Vulnerability is vital in allowing ourselves to have positive experiences and to be refreshed, and it is fundamental to being able to admit when we simply are at the end of natural resources. We need to be vulnerable if we are to get the most out of our lives.

Self-awareness allows us to better understand our strengths and weaknesses. Our strengths are areas to develop and nurture. We can also grow in the areas where we are less strong, developing and learning new skills, but it is important to recognise the areas where we have little natural aptitude. Knowing our strengths and weaknesses helps us to know when we may need to ask for help.



Defining Success

The cultural norm in our society and era is one where overworking is almost expected; 'success' is measured by outputs, targets are expected to be met or exceeded, financial reward depends on productivity, and job security depends on performance.

The reality is that, sometimes, we will do a great job and feel great satisfaction. At other times, we will mess up, let someone down, or simply make a mistake. Rather than measuring our success by our ability to perform a task, we can reframe 'success' as our willingness to risk the vulnerability of saying when we need help, acknowledging when we are not coping or admitting that we need to change the way we approach life. It is the power of such admissions that opens the way to greater wellbeing even when life is challenging..

Success is redefined, or even replaced, by having the courage to be vulnerable.



Whenever we are faced with challenges and difficulties coming back to these five principles may help.

Our Practical Approach to Wellbeing

Wellbeing is one of those words which encapsulates a desirable condition we would all like to experience. It is also a term we relate to differently depending upon what we are like as individuals, our circumstances and what we have already been through in life. But in general terms wellbeing refers to a combination of how we feel physically, mentally, emotionally, spiritually and socially; more simply it is how we feel about ourselves and our lives.

The realities of life mean we will all experience times of stress, conflict, pain and suffering, whether in our private lives, our working lives or both.

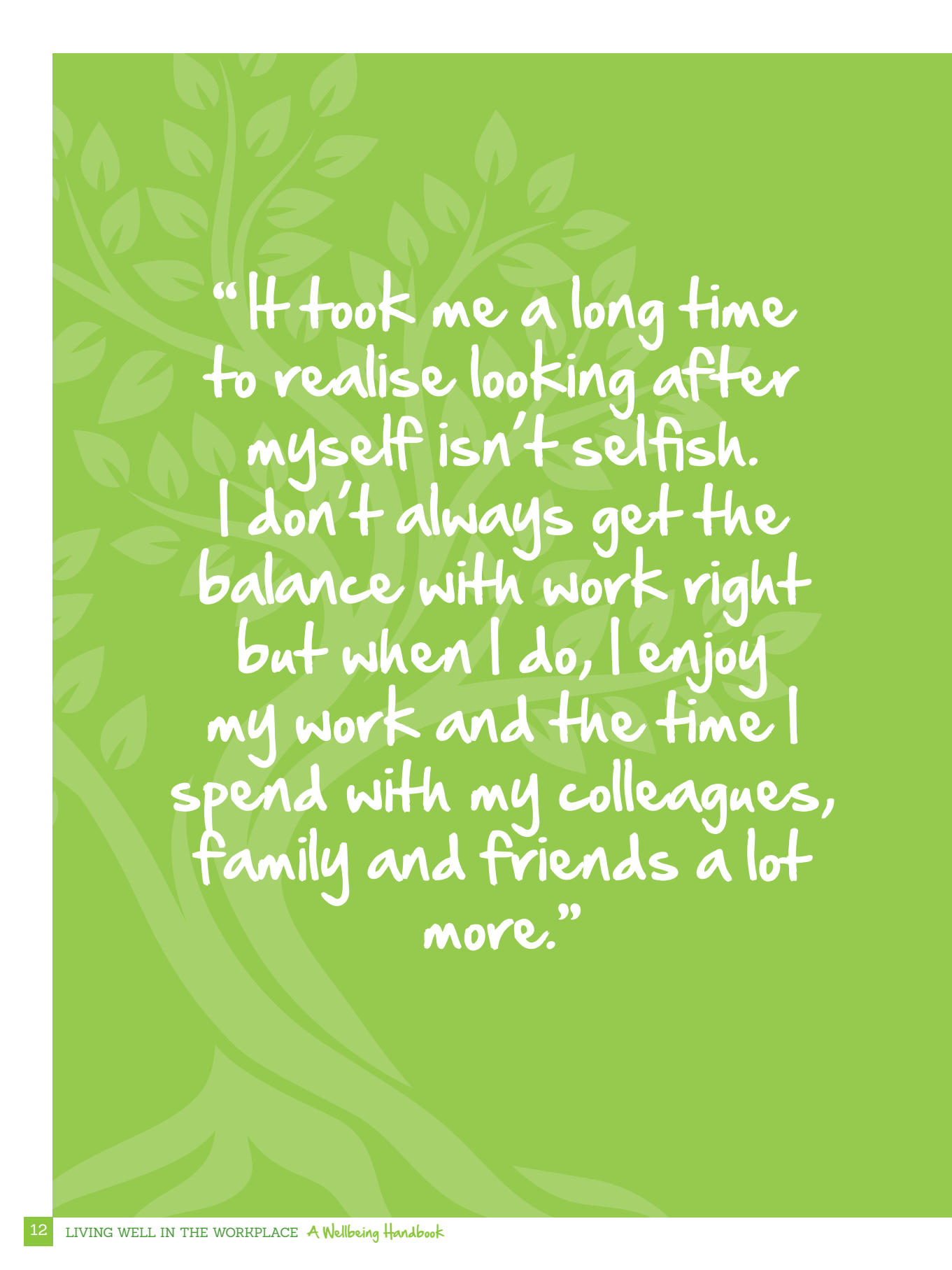
This is why developing and establishing healthy patterns and habits of self-care and good working practices during the 'easy' times is essential. These established patterns, habits and good practices can help sustain us through the difficult times.

Because our personal and working circumstances are unique we all need to develop our own patterns and habits of self-care which fit with our home and work lives.

Our home life can pull us in many different directions: we may be single, married, close to retirement or just starting out in our careers; we may have a partner who does or doesn't work; we may have school age children at home or provide childcare for grandchildren; we may have aged parents to care for or have someone who relies on us for their health care needs.

Whatever our circumstances, when we have a lot on our plate, our need for **self-care** may feel counter-intuitive.

But when self-care continually slips down our "To Do" list, something deep inside slowly dissipates and that something is usually our vitality (joy). We begin to affect those around us and we can find ourselves a long way from living a full and satisfying life.



“It took me a long time to realise looking after myself isn’t selfish. I don’t always get the balance with work right but when I do, I enjoy my work and the time I spend with my colleagues, family and friends a lot more.”

We also need to understand that work is about people and relationships. It is common in the workplace for there to be times when relationships are strained, when behaviours are difficult or challenging and when there is conflict in teams for any number of reasons. During such times it can be difficult to realise we're still doing a good job and we must take care not to let these 'normal' workplace tensions unduly affect us.

However at some point we may find ourselves facing some very difficult and challenging issues and we may also find we've already sacrificed most or all of our self-care and good working practices to the doing side of our home life and our work. This means we don't have much left in the tank when faced with situations that knock us sideways.

Trying to recapture our patterns and habits of self-care and good working practices during such times can be incredibly difficult and it's best not to lose them in the first place.

The approach the Diocese of Exeter is taking to wellbeing is **firstly** to encourage us all to develop and establish healthy patterns and habits of self-care and good working practices right from the beginning.

Secondly, we seek to help employees recognise if they are developing or have developed unhealthy patterns and habits which are causing them to neglect their self-care or if they have let their workplace practices slide and encourage them to make appropriate changes.

Irrespective of our age or how long we have been working it's never too late to start to develop new healthy patterns and habits of self-care or to review and change our working practices.

We hope that as we all work together to promote and establish a culture of wellbeing across the Diocese it will enable us all to live well in the workplace.



“I started running at 61 years of age. Running gives me such a boost; I feel more alive and have more energy and it helps me to think more clearly. After a while I felt confident enough to join a running club. We meet weekly and I love the opportunity to do something with people who don't talk about work all the time. I so wish I had started sooner.”

Establishing a Practice of Pastoral Self-Care

Physical and Mental Wellbeing

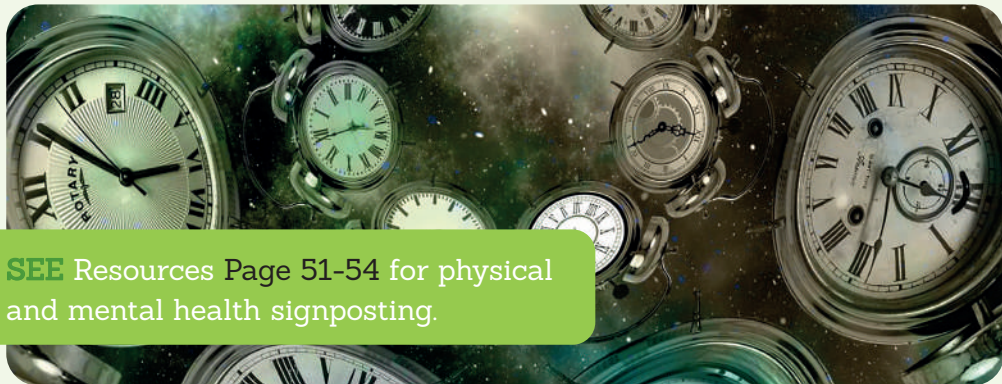
Our physical and mental health are very closely linked and there are some simple ways we can improve our physical and mental wellbeing in our day-to-day lives. It requires us to make a conscious choice to look after our wellbeing by making time and taking action. Small changes can make a big difference.

With the enforced changes to our working patterns, some of our employees have experienced working from home for the first time. But whether we are new to working from home or are 'old hands', the increase in home working means we need to be particularly aware of the extra pressures on our physical and mental health.

Make time to Connect - with the people around you, they are the cornerstones of your life; invest time in developing relationships; allow others to support you. There is always a limit to what we can deal with on our own.

Make time to Learn - anything from doing a crossword to developing a new skill; rediscover an old interest or study on a course. Set challenges you'll enjoy and which will help you grow in confidence.

Make time to be Active - find a physical activity appropriate for you. Step outside, go for a walk or run, play a game, take up a sport, do whatever you enjoy and that makes you smile.



SEE Resources Page 51-54 for physical and mental health signposting.

Take time to Notice - the world around you, be curious, stop and see what's in front of you; notice the people where you live, find what's beautiful, savour the moment.

Take time to be Kind - carry out acts of kindness for friends or strangers, volunteer or join a community group. Encourage or thank someone, give a compliment, share good news, celebrate peoples' achievements.



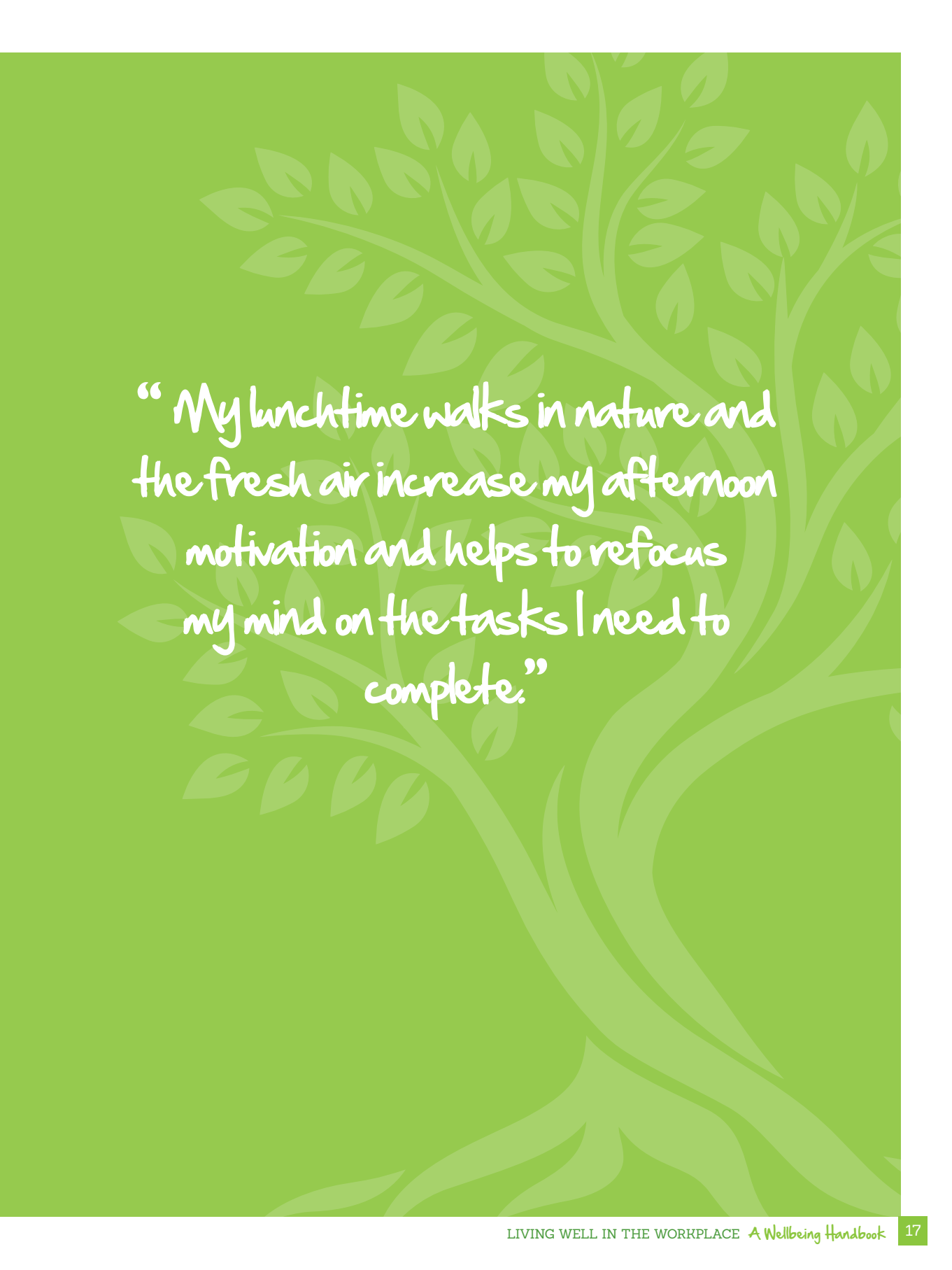
Being Physically Healthy

Means our bodies matter. Our physical energy is our source of fuel even if our work is mostly sedentary. It lies at the heart of alertness and vitality and it also affects our ability to manage our emotions, sustain our concentration, think creatively and even maintain our commitment to our role and organisation.

The four areas to pay attention to are **Sleep, Diet, Exercise** and **Good Physical Habits**. Here are some things which other employees in the Diocese have found helpful:

- Get enough quality sleep; have a regular time for going to bed and for getting up
- Watch your alcohol and caffeine intake
- Eat well, take lunch breaks every day, eat away from your desk
- Go out for a walk during your lunch break
- Monitor your computer screen time; take regular breaks
- Build exercise into your day and make it fun
- Spend time each week on hobbies or sports
- Use your full holiday allowance and make time to recharge
- Take any accrued TOIL
- Keep your good physical habits and routines going when working from home
- Spend time each week on hobbies

What would you add to the list?



“ My lunchtime walks in nature and the fresh air increase my afternoon motivation and helps to refocus my mind on the tasks I need to complete.”

Being Mentally Healthy

Means doing the things we enjoy and enjoying the things we do.

Here are some things which other employees in the Diocese have found helpful:

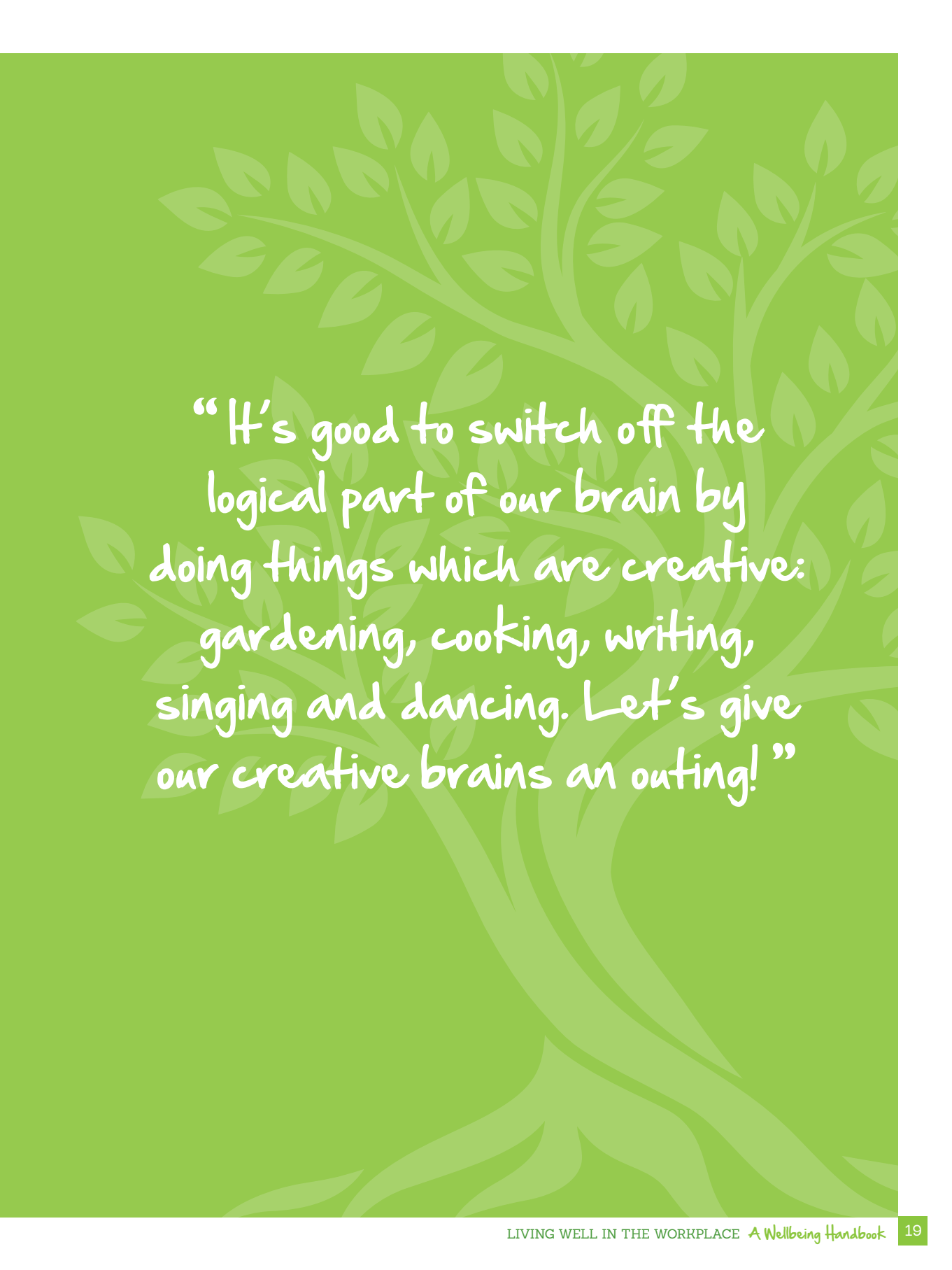


- Not making a habit of working outside of normal hours
- At the end of the working day switch off mentally; turn mobile phone off at night and don't check emails before bed
- Limit the amount of time you spend on emails/call people instead
- If working from home keep shared living spaces free of work things
- Keep on top of things at home, be tidy, pay bills on time
- Limit how much TV you watch / cut out trash TV
- Spend time with people and have conversations (not about work)
- Do enjoyable things no matter how small
- Spend time learning something new
- Engage the mind differently: watch some sport, listen to music, or read a book etc.
- Make time to be creative: gardening, cooking, writing, photography, singing, dancing

What would you add to the list?



There may be times when we feel close to being overwhelmed - that's ok. You might want to seek help from a colleague, make use of a counselling service or take time to recharge. Depending upon the circumstances the Diocesan Secretary is able to grant a special period of leave during especially challenging times. If you ever find yourself in this situation, please tell your manager and contact the People Team as soon as possible - **if they don't know they can't help.**



“It’s good to switch off the logical part of our brain by doing things which are creative: gardening, cooking, writing, singing and dancing. Let’s give our creative brains an outing!”







Financial and Material Wellbeing



Our individual financial and material circumstances vary hugely, but it's an area which can have a significant impact on our wellbeing. How we view money and the material world matters and a lack of financial peace can seriously impact other areas of our lives.

Our sense of financial wellbeing is subjective; rather than just being about the amount we earn, it depends on our lifestyle choices, on the general standards of living in our area and the hopes and expectations we have for our future.






Whilst we may not be able to increase our income there are some simple tips for managing our spending:

-  Assess where you are financially – if you regularly spend more than your income then know by how much.
-  Develop a budget or a clear idea of what you can reasonably afford to spend in any given week or month and don't exceed it.
-  Do everything you can to get out and stay out of debt.
-  Don't be embarrassed to seek advice and get a debt reduction programme together.
-  Avoid impulse spending and allow cool off time before making big purchases.
-  Don't try to 'keep up' with others who earn more than you, buy what you can afford.


SAVINGS: There are five distinct purposes for savings: for emergencies, for our needs, for the future, for our wants and for giving. If we don't have money we can't give money and being generous is known to contribute to our sense of wellbeing. Generosity not only helps others but is key to our own flourishing.


Could you revisit your spending and begin to save a little?

Other factors which come into play include:

-  Whether or not we have a working partner.
-  The age and needs of dependent children.
-  The age and needs of elderly parents.
-  Whether we will rely on a pension in retirement, or have other investments or sources of income.
-  Whether we have savings, and any income from these.

It is good practice to:

-  Claim full working expenses
- Log all agreed extra hours worked and take the TOIL accrued
- Know how and when to access financial advice
- Be honest with your partner (or trusted friend) if you are experiencing financial difficulties

 **FOR** financial advice all employees have access to a 24 hour helpline through the Employee Assistance Programme (EAP). See Page 24 for more information about EAP and other financial signposting.

Christians Against Poverty for debt management advice.
capuk.org

Citizens Advice Bureau for other consumer advice.
citizensadvice.org.uk/debt-and-money/



If you are experiencing significant financial difficulties due to an unexpected change in your circumstances we encourage you to seek professional advice and to let your manager and the People Team know in confidence. Depending on the circumstances there may be a need for some flexibility, for example to allow employees to attend external appointments.

Relationships and Wellbeing



It is important to protect and cherish our private lives and to maintain a healthy work-life balance.

Each of us needs to develop a pattern for maintaining life-enhancing, supportive relationships that works for us. Some are single and need to be able to keep in touch with friends, who may live at a distance. Some are married, or in civil partnerships, and our partner may themselves have a busy working life. Some have children, at different stages of life, who need different degrees of attention and support. Some of us may be struggling in our relationships.

We probably all know the feeling that we don't see enough of old friends, and we know that relationships, whether with family or friends, suffer if they are not fed with attention, presence, communication and time.

THINK Healthy Conversations: A simple checklist for making sure our conversations with others are as constructive and healthy as possible. Is what we say...

Thoughtful, Helpful, Inspiring, Necessary, and Kind?



Here are some things other employees do to help them develop and maintain their relationships:

- Take time away to visit family/friends living in different parts of the country
- Keep days off free from work and limit the amount of time you work outside of your normal hours
- Be present to those you spend time with, let the phone go to voicemail
- Meet up with people for exercise or doing a hobby
- Protect your social life - meet up with friends and go to social events/gatherings
- Spend quality time with someone you care about or call them for a chat
- Be on time and don't keep rescheduling meet-ups with friends
- If you have a partner, schedule a weekly date night
- Be aware of destructive behaviours that can form when stressed





EXTRA HELP: We recognise working for the Diocese brings its own stresses and employees are not exempt from the problems of everyday life arising from family and personal circumstances. It is not always appropriate to seek support from a colleague or a manager, so here are some external sources of support.

COUNSELLING is available for EDBF employees and their immediate families. The service is entirely confidential and can be accessed anonymously through self-referral. The Diocese of Exeter will normally meet the full cost of counselling accessed through the scheme to a maximum of 12 sessions.

exeter.anglican.org/resources/pastoral-care-counselling/well-being-for-clergy-and-staff/

For further details and information on how to self-refer, please view the service leaflet via the link below:

exeter.anglican.org/wp-content/uploads/2019/12/CMCS-Leaflet-DofE-4-December-2019.docx

For **Domestic Abuse** the Diocesan Safeguarding Team will provide independent, unbiased, sensitive and discrete advice and support to anyone experiencing or concerned about domestic abuse.

exeter.anglican.org/resources/safeguarding

EMPLOYEE ASSISTANCE PROGRAMME (EAP) is a service which allows all EDBF employees access to many resources to support their physical and mental health, work-life support, and help with family and financial matters. It also gives employees and their families access to a 24-hour helpline to support them through any of life's problems. For more information use the link below:

exeter.anglican.org/resources/pastoral-care-counselling/well-being-for-clergy-and-staff/

EMPLOYEE FORUM is an employee group that provides an open and honest link between the EDBF Senior Managers and employees. The forum aims to support and encourage a climate of trust, confidence and co-operation and we encourage all our employees to find out who their rep is by looking on the PeopleHR system.

How to Choose/Recognise a Safe and Trusted Person

Part of making the most out of any counselling or other professional help you receive is to know the person you have decided to trust with personal and sensitive information about yourself is operating in a healthy and safe way. This would include any colleague you choose to confide in.

Whoever you choose to work with should evidence many of these:

- Believes in you.
- Around them you feel comfortable; they are likeable to be around.
- They don't make you feel like a child with a parent, but feel you are equals.
- Won't try to make you someone you're not; lets you be on the outside who you are on the inside.
- Approachable, vulnerable, humble.
- Wise and discerning.
- Not critical or judgmental.
- Consistent, a promise keeper.
- Trustworthy, can keep confidences.
- Asks good questions, effectively reflects back what they hear you say, and seeks to understand.
- Not a cliché giver, doesn't over-spiritualise.
- Can and will challenge you to get outside your comfort zone.
- Not afraid of your anger, tears, or other emotions.
- Willing to confront with love and grace, doesn't flatter.
- Helps you become a better person.
- If you have chosen a Christian counsellor or person to confide in they should have a strong commitment to Christ, and help you deepen your commitment to Christ.

In essence, a safe person is one who truly listens, occasionally offers advice, and consistently supports and strengthens you.

Wellbeing Check-Up

Take a moment to answer these questions honestly then make a diary note to return to this page in a month or two to see what has improved.



When and how often are you able to shut off from work completely?

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When did you last turn off your mobile phone for 24 hours, or longer?

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How well do you sleep, and is it enough?

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Do you take time to eat regular and healthy meals and take regular exercise? If not, what would help you to start?

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Did you take your full annual leave allowance last year? Have you taken sufficient leave so far this year?

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Are you keeping up with your hobbies or activities that you enjoy?

Are you able to make time to do creative things?

Are there any new creative things you'd like to try/start?

Are your workplace expenses fully reimbursed?

How confident do you feel managing your household budget?

Have you got sufficient financial cover for critical illness or unexpected life events?

If the hours you work from home has increased or if you are working from home for the first time, is your workspace adequate for you to carry out your work?

Are you regularly working outside of your normal working hours?
Is this affecting your relationship with those at home or your friends?

Are you still seeing friends and making time to socialise?

Do you communicate with those you love about the things that really matter?

If you live alone, how often do you set aside enough time to visit family and friends?

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Can you identify any major sources of stress or anxiety?

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Can you identify some simple things you could change which would make an immediate difference to your wellbeing?

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Who do you trust that could help you to achieve any changes that are needed?

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Consider discussing any issues this check-up raises with a trusted friend or family member, or your manager if appropriate.

Personal Development and Wellbeing



When we feel we are growing and developing as a person we can feel a deep sense of life-satisfaction and fulfilment which significantly impacts our overall sense of wellbeing. Attending to our own personal development is our responsibility and we don't have to wait for permission from others to grow in self-knowledge.



Our personal development is underpinned by having a degree of self-knowledge in two key areas:

Our personal values:

It helps if we know what is important to us, the things we value. Such knowledge helps us to recognise when our values are rubbing up against another person's or an organisation's values. This can be a source of tension and stress between colleagues or between employees and an organisation.

What truly inspires us:

If we take time to think about what motivates and inspires us we may be able to identify areas we want to develop further; this gives us a sense of hope for the future which can significantly improve our wellbeing.

Together these two key areas of self-knowledge provide a window through which we can see more of who we are and what gives our life meaning. We have to make sure we do enough of what we find meaningful if we are to experience any sense of life-satisfaction, fulfilment and wellbeing.

LOSING OUR VITALITY: We can lose our vitality and enjoyment of life when we end up doing less and less of the things we value and enjoy doing for ourselves and others and when we stop doing the things which inspire us because we don't think we have time for them amongst all the things we think we have to do.

Can we find ways of doing enough of what we find life-giving and find a better balance in our lives?

Get To Know Yourself Better

What we hold dear, what upsets us, and what underlies our decisions are all connected to our personal values. Understanding this has a direct impact on our broader understanding of wellbeing including: our sense of life-satisfaction and fulfilment and how we get along with others and the organisations and institutions we choose to become involved with.

Identify your personal values:

Some of our values are constant and some change in their level of importance over time. Use the following exercise to identify your five key values or those values which are most important to you at the present time.

Go to Page 43 for a list of personal values. Think about the words and write down those values that really grab you and feel right to you.

Narrow your list down to 10. In some cases, values are closely aligned so choose which ones speak to you the most. If you still have more than 10, review the values again and choose the ones which are more important.

From the 10 values, narrow it down to just 5. Pick the 5 values that really speak to you and that you could not live without. Write your values in order of priority.



IF you found this exercise interesting and would like to know more about your personal values and the role they play in your life, the following website has a values assessment which is quick, easy and free to use.

valuescentre.com/tools-assessments/pva/

Take 5 - 10 minutes to think about what each of your values mean to you and why they are important.

To recognise the link between personal values and wellbeing and to gain a deeper understanding of how your values influence all areas of your life - consider the following questions:

Do you find it easy to live your life in tune with your values?

How do you feel when your life is in tune with your values?

How do you feel when your life is out of tune with your values?

In what areas of your life is it easiest/hardest to uphold your values?

Which of your five key values would you like to live by more fully?

What could you start or stop doing to better support this value (or any one of your other key values)?

How do you feel when your values are not acknowledged or respected by others?

Does living by your values cause stress, tension or conflict with others? If so why?

Can you recognise the positive contribution living by your values makes to your wellbeing as well as the wellbeing of others?



Would talking about your values with a trusted person or your manager help you with your relationships at home and/or at work?



“Let your soul and spirit fly, out to sea, high in the sky.”

Recognise what inspires you:

When we get caught up in life, trying to get our work-life balance right and focussing on what needs to be done, remembering what inspires us and finding ways to incorporate them into our day to day lives can fall way down our priority list. Perhaps we've never really considered what truly inspires us before. Ensuring we do some of the things that inspire us, no matter how small or insignificant they may seem to others is critical to our wellbeing.

Ask yourself these questions and make a note of your answers:

Present delights: What truly delights you?

What do you enjoy so much you lose track of time when you do it?

Or what do you enjoy doing that leaves you feeling satisfied and fulfilled?

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Past delights: When you were a child, what was fun?

What did you like doing more than anything else?

Or what did you look forward to doing as a treat?

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.....

At my best: When are you at your best and why?

When are you not at your best and why?

What did you do or were allowed to do that enabled you to be at your best?

.....

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How can you do more of what inspires you more regularly? Does this raise any areas for discussion with your manager, for your Annual Performance Review or for future training opportunities?



Answering these questions is not always easy but they will help us to understand what truly inspires us:

- 🌿 Did remembering what you used to love doing as a child surprise you?
- 🌿 Did it stir up any long forgotten hopes or dreams?
- 🌿 What did it feel like to recognise when you were at your best?
- 🌿 Is there anything you can do to give yourself the opportunity to be at your best more often?



PEOPLE are inspired in different ways and by different things: some like being **hands on** and engaging with the physical and practical world; some enjoy **using information**, conducting research, developing processes and systems; others are natural **negotiators and communicators** who like to sell their vision or persuade others to take a risk; some are **highly creative** and like to come up with new ideas or work in situations where no rule book exists; some like to **support and care for others**, their wellbeing and development; and others like to **make new things happen**, working with and through others for organisational change, operations and project management.

Most of us will show a mix of the above but one or two will be more important to us and when working in these ways we will feel especially inspired and motivated.

Workplace Wellbeing Check-Up

Work isn't the only thing that influences our wellbeing, but it's what we spend a large percentage of our lives doing. Many factors come into play such as our role, workload, the way we are managed, the organisational culture and how well we get on with our colleagues.



Check-in with yourself today and take a snapshot of how you feel:

What do you feel when you get up in the morning?

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What do expect your day to be like?

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How do you feel by lunchtime?

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Is what you are doing meaningful in some way?

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What do you feel when you go to bed?

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Was today time well spent?

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Our working practices and patterns of work have changed considerably. As we begin to develop new patterns of work it is good practice to review and keep a note of your experiences:

Are you maintaining a clear distinction between 'home' and 'work', especially with increased home working?

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.....

How are your interactions with your colleagues? Are they positive and mutually supportive?

.....
.....

Do you, more often than not, feel happy and confident at work?

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.....

Does your work have the right balance between being meaningful and inspiring and being necessary?

.....
.....

Are any of the workplace changes affecting your wellbeing?

Do you feel like a valued and respected employee? If not what would make you feel more valued and respected?

Can you identify any sources of workplace stress or tension? Is stress from work affecting your home life / relationships with others?

Are you able to manage your emotions when you feel unhappy or stressed at work?

Do you know where to get any wellbeing support you need?

Would you be confident talking to your manager about a mental health or other wellbeing issue?

If you can see you need to make some changes to your typical working day - what is directly under your control that you can change?

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If you need others to make some adjustments can you talk to them or your manager?

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If you are a manager do you feel equipped / confident to support your team and their wellbeing?

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If you are a manager what extra support do you feel you need to enable you to support both your own wellbeing and the wellbeing being of others?

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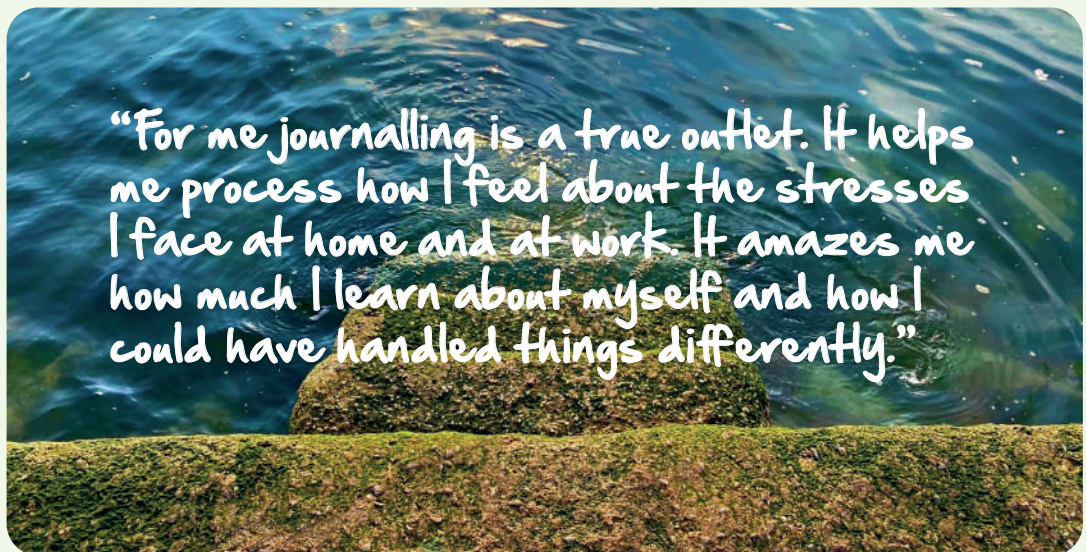
Sometimes the issues that arise in the workplace are no-one's fault and are simply part of life. However if answering these questions raises any serious ongoing concerns which are directly related to your role, workload, or other workplace context please consider discussing these in confidence with your manager, an appropriate colleague or the People Team.

Journaling

If you have had a particularly stressful, confusing or draining day try the following technique to practically reflect on your day.

Ask yourself the following questions:

- How did I spend the day?
- What significant conversations did I have?
- How did I respond to today's ups and downs?
- What improved my wellbeing? What decreased my wellbeing?
- Did I recognise my habits and patterns during the day?
 -  Which positive ones would I seek to reinforce?
 -  Which negatives ones could I lay down with help?
 -  What new habit or pattern do I want to develop?
- What else did I notice today?
- What are my plans and prayers for tomorrow?



Accountability	Dialogue	Influencing others	Resourcefulness
Achievement	Discipline	Ingenuity	Respect
Adaptability	Diversity	Initiative	Responsibility
Adventure	Duty	Inquisitiveness	Results-oriented
Ambition	Effectiveness	Insightfulness	Reward
Assertiveness	Efficiency	Intelligence	Risk-taking
Art	Elegance	Integrity	Routine
Beauty	Empathy	Intuition	Safety
Being the best	Enjoyment	Job security	Satisfaction
Belonging	Enthusiasm	Joy	Security
Boldness	Entrepreneurial	Justice	Serenity
Calmness	Equality	Kindness	Self-discipline
Carefulness	Ethics	Knowledge	Selflessness
Caring	Excellence	Leadership	Self-reliance
Caution	Excitement	Legacy	Sensitivity
Challenge	Expertise	Leisure	Service
Cheerfulness	Exploration	Listening	Sharing
Clarity	Fairness	Love	Simplicity
Coaching/mentoring	Faith	Loyalty	Spirituality
Colourfulness	Family	Making a difference	Spontaneity
Commitment	Fellowship	Meaningful work	Stability
Community	Fitness	Minimalism	Reliability
Compassion	Friendship	Money	Status
Competence	Financial security	Nature	Steadfastness
Competitiveness	Freedom	Openness	Strength
Conflict resolution	Forgiveness	Order	Structure
Continuous learning	Fulfilment	Originality	Success
Consistency	Fun	Participation	Support
Contentment	Future generations	Patience	Teamwork
Contribution	Generosity	Perfection	Thoroughness
Control	Goodness	Personal growth	Thoughtfulness
Cooperation	Grace	Personal time	Timeliness
Correctness	Happiness	Physical challenge	Tolerance
Courage	Hard work	Playfulness	Transparency
Courtesy	Health	Pleasure	Trust
Creativity	Helping others	Positivity	Uniqueness
Curiosity	Honesty	Power	Usefulness
Decisiveness	Honour	Practicality	Vision
Democracy	Humility	Professionalism	Wealth
Dependability	Humour	Professional growth	Wholeness
Determination	Independence	Relaxation	Wisdom

Supporting a Culture of Wellbeing in the Workplace

Building a Healthy Working Environment



There is an often repeated saying that 'it takes a village to raise a child'. The same principle applies to building a healthy working environment. It requires everyone to contribute and relies on an understanding and recognition of our interdependence and need for mutual support: we all need each other to fulfil our roles and live well in the workplace.

In a healthy working environment, the majority of the time we spend interacting with each other is enjoyable and productive. During the more challenging aspects of our work and the periods of inevitable creative tension we rely on our underlying trust and mutual support to help us through. As a consequence this kind of environment improves the wellbeing of everyone associated with it.



A healthy working environment is based first and foremost on healthy relationships.

Here are some examples of how we can build stronger relationships with one another.

-  Speaking the truth in love
-  Showing respect and honour
-  Modelling transparency
-  Righting wrongs
-  Showing loyalty
-  Paying attention to others
-  Expressing gratitude
-  Giving and receiving grace
-  Delivering results/not making excuses
-  Getting better/continually improving
-  Confronting reality
-  Clarifying expectations
-  Practicing accountability
-  Listening actively
-  Keeping commitments
-  Extending trust to others
-  Meeting the needs of others



SEE Resources Page 54 for more Information and signposting.



Take a moment to reflect on the above, which one jumps out at you? Can you see how this might positively impact how others view and relate to you and vice versa?



Support From Those Around Us



Wellbeing in the workplace is both a personal and a shared responsibility and the relationships between managers and team members is key for the health and wellbeing of the whole organisation.

Support from Managers

Skilled managers play an important role in promoting employee wellbeing. It is managers who are engaging with employees on a regular basis; they know their colleagues when they are well which means they are ideally placed to spot any signs of mental health issues among their team members. In most cases employees' mental health issues derive from a combination of work and non-work related issues. Because it is impossible to disentangle the impact of various factors on mental health, it is in the interest of the Diocese to support our employees whatever the original cause or trigger.

Support for Managers

Mental Health First Aid Managers' Resource

To support our managers this booklet provides a practical step-by-step approach to help create a healthy team environment, including how to identify the first signs of mental ill health and how to support employees who are experiencing an issue. Key to this is creating an environment where people feel confident to talk openly about the problems they are experiencing and trust their employer to do the right thing by them.

The booklet also contains additional signposting for managers.



SEE the link below to download the booklet:

mhfstorage.blob.core.windows.net/mhfstoragecontainer/bbaee8ce4864ea11a811000d3ab82d69/Line%20Managers%20Resource%20Screen.pdf

To help us all contribute to the wellbeing culture of the organisation the Diocese has teamed up with an external provider to deliver a range of Mental Health First Aid courses accredited by Mental Health First Aid England. Please contact the Mission and Ministry Team. for more information.



FOR more information about Mental Health First Aid training:

exeter.anglican.org/resources/pastoral-care-counselling/mental-health-first-aid-training/

To download the guide *Engaging With People Experiencing Mental Health Difficulties*:

exeter.anglican.org/wp-content/uploads/2020/11/ELASS_Guidance2020_.pdf

WE recommend that employees who are ordained or who work closely with licensed lay and ordained ministers read the **THRIVE** booklet by Liz Graveling.

It is an excellent tool for those of us who are ministers and work for the EDBF to reflect on our own wellbeing. It is also useful for anyone with responsibility for supporting the wellbeing of others.

THRIVE can be downloaded for free via the link below:

churchofengland.org/resources/diocesan-resources/ministry/ministry-development/living-ministry



And Finally...

We realise a Handbook such as this can't possibly cover every wellbeing issue we may face but we hope everyone will find the guidance, tips, check-ups and signposting useful.

The Handbook is a resource we can return to, to check we are maintaining healthy patterns, habits and practices or which we can use to help us identify when we have begun to neglect our self-care or unhealthy patterns and habits are taking hold.

If working through this Handbook has brought to light areas of wellbeing which need to be looked at more closely or where you feel you need to make significant changes please reach out someone you trust (including your manager) and talk about it; don't ignore the issues or bottle things up. If the issues are serious then seeking timely skilled and knowledgeable support can be vital, whether this be from the People Team or from wellbeing professionals outside of the EDBF.

We simply ask all our employees to remember the five key principles of our wellbeing framework and to do what we can to build a healthy working environment which will help us all live well in the workplace.

Key Signposting for Employees



Diocese of Exeter People Team

For all employee people matters please refer to the PeopleHR system where you can download the *EDBF Employee Handbook* and all EDBF policies..



Employee Forum Representatives - an up to date list of all Employee Forum reps can be found on the PeopleHR system.



Mindful Employer - the Diocese of Exeter has signed up to the Mindful Employer Charter. You can find a copy of our Charter on the PeopleHR system.



Diocese of Exeter Wellbeing

For general wellbeing information and further signposting for mental health.



exeter.anglican.org/resources/pastoral-care-counselling/



Further Reading and Study

Christians and Mental Health Training: A reflection on the Good Samaritan.



exeter.anglican.org/wp-content/uploads/2020/09/GoodSamaritanReflection.pdf



The Open University offers a number of free online courses covering a broad range of topics and areas of interest, including:



Developing high trust work relationships



Developing leadership practice in voluntary organisations



Collaborative leadership in voluntary organisations





open.edu/openlearn/free-courses/full-catalogue

Additional Wellbeing Signposting


In this section you will find additional signposting relating to all the topics and areas of interest covered by the Handbook.


Christian Charities:

 **Conservation Foundation**
conservationfoundation.co.uk/projects/the-green-health-awards/
Gardening on church-owned land for those experiencing loneliness or mental health issues.

 **Devon Churches Rural Forum**
devonchurchesruralforum.org.uk
Provides physical and virtual meeting places for anyone interested or involved in rural life and ministry in Devon.


 **Kintsugi Hope**
kintsugihope.com
Helps to create environments where mental and emotional health is understood and accepted with safe and supportive communities for everyone to grow and flourish.


 **Mind and Soul Foundation**
mindandsoulfoundation.org
Seeks to share the best of Christian theology and scientific advances helping people to meet with God and recover from emotional distress. It engages with the local church and mental health services.

 **Renew Wellbeing**
renewwellbeing.org.uk
Offers training and support to churches to open simple, safe and sustainable places where it's 'ok not to be ok.'

 **Sanctuary**
sanctuarymentalhealth.org/uk
The Sanctuary Course is a free online resource for raising mental health awareness. Sanctuary UK offers resources and training to support a whole-church approach to mental health and wellbeing.

Devon Charities:

 **Devon Carers**
devoncarers.org.uk
For those caring for people with mental or any other health problems.

 **Devon County Council**
devon.gov.uk/care-and-health/mental-health/
Helping people with mental health needs to find support.

 **Devon Partnership Trust**
dpt.nhs.uk
Provides a range of NHS services to people with mental health and learning disability needs in Devon including a booklet called:
Taking Steps Towards Living Well:
d3hgriq6yacptf.cloudfront.net/5f1eece228740/content/pages/documents/1548772365.pdf



Devon Alcoholics Anonymous

devonaa.org.uk

aasouthdevon.org

Devon has been divided into two areas, Devon Central and South Devon. Each area has its own Health Liaison Officer.



Pinpoint Devon

pinpointdevon.co.uk

Find care and support services, residential homes, advice services, community groups, activity clubs, registered childcare and family support.



Devon Farming Community Network

A comprehensive list of mental health resources for the whole county:

d3hgrlq6yacptf.cloudfront.net/5f1eece228740/content/pages/documents/1549564824.pdf



Recovery Devon

recoverydevon.co.uk

Offers links to resources, groups, events, some funding opportunities and a wealth of information on the website.

Church of England Resources:



Supporting Good Mental Health

churchofengland.org/resources/mental-health-resources/supporting-good-mental-health?mc_cid=9a7f36c4a4



UKME Mental Health Tool-Kit

Provided by the Church of England's Mission and Public Affairs Department: churchofengland.org/resources/mental-health-resources/uk-minority-ethnic-mental-health-toolkit

National Mental Health Charities:



Mental Health Foundation

mentalhealth.org.uk

Works to prevent mental health problems by community programmes, research, public engagement and advocacy. The website has a wealth of useful and reliable information.



Mind

mind.org.uk

National Charity offering comprehensive information on all aspects of mental health. There is a helpline for information which can also be used by those who need someone to talk to and a network of local services.



Mental Health Matters

mhm.org.uk

Help people achieve good mental and physical wellbeing and live life to the full. Provides self-help guides and online self-help courses.



NHS

nhs.uk/mental-health/nhs-voluntary-charity-services/charity-and-voluntary-services/get-help-from-mental-health-helplines/



Quill

quill.io

A free, safe and an anonymous mental health and wellbeing online service.

List of mental health charity helplines. Also provides access to local NHS emergency helplines.



Rethink Mental Illness

rethink.org

Advice and information on mental health illness with signposting to mental health services and support groups.



SANE

sane.org.uk

Provides emotional support and information to anyone affected by mental illness, including families, friends and carers. Offer helpline, text care and support forum for over 16s only.



Samaritans

samaritans.org

A safe place to talk at any time.



Support after Suicide

supportaftersuicide.org.uk

A network of organisation that support people bereaved by suicide.

Young People:



TalkThrough

talkthrough.org.uk

TalkThrough offers a combination of resources that aim to equip youth workers, parents, churches and schools to attend to wellbeing issues.

Renew Wellbeing is working with TalkThrough to develop training for renew spaces for children, youth and families.



Youthscape

youthscape.co.uk

A Christian youth charity offering resources and information from a faith informed perspective.



YoungMinds

youngminds.org.uk

An organisation offering resources and opportunities for young people to share their experiences of mental health.

Children with Learning Disabilities:



Contact

contact.org.uk

Run a free helpline for parents and carers with a disabled child aged from birth to 25, living in any part of the UK. Plus other support.



NHS Devon CCG

devonccg.nhs.uk/health-services/learning-disabilities



Children and Family Health Devon

childrenandfamilyhealthdevon.nhs.uk/
Provide support for a child or young

Financial and Material Wellbeing:



Citizens Advice

citizensadvice.org.uk

Providing help and guidance about consumer rights and protections and other advice.



Ecclesiastical

ecclesiastical.com/financial-advice/

Providing independent financial advice.



Gamblers Anonymous

gamblersanonymous.org.uk

For help with gambling addiction.

Relationships and Wellbeing:



Relate
relate.org.uk

Provides a range of services for couples and family relationships with offices throughout Devon.



Association of Christian Counsellors
acc-uk.org/find-a-counsellor/search-for-a-counsellor.html

Facilitates the provision of quality counselling, psychotherapy and pastoral care by Christians. The 'find a counsellor' facility helps locate therapists by geography.

Qualified Psychiatrists, Therapists and Counsellors (non-Christian)



Royal College of Psychiatrists
rcpsych.ac.uk/mental-health

The mental health information section of their website offers useful resources for patients and carers. The Spirituality & Psychiatry Special Interest Group has a useful archive of papers: rcpsych.ac.uk/members/special-interest-groups/spirituality/publications-archive

bacp.co.uk/about-therapy/we-can-help/
National accredited body of counsellors and psychotherapists.

psychotherapy.org.uk

UK body for registered psychotherapists.

counselling-directory.org.uk

another directory to find support.

Personal Development and Wellbeing:



Hope Together
hopetogether.org.uk

A Christian organisation which provides a free wellbeing resource and signposts to a book called *God's Plan for Your Wellbeing: A 50-Day Guide* by Dave Smith.

hopetogether.org.uk/Groups/359065/Wellbeing_Journey_Booklet.aspx



Freedom in Christ Ministries
ficm.org.uk

Offers a range of courses including *Keys to Health, Wholeness and Fruitfulness, Grace, Freedom in Christ* and *Freed to Lead*. All courses have supporting materials and can be done by individuals, small groups or through a church.

Healthy Working Environments and Wellbeing:



Publications of interest

Freed to Lead by Rod Woods, 'How your identity in Christ can transform any leadership role'.



How Joyful People Think by Jamie Radmussen, '8 ways of thinking that lead to a better life'.



Leadership Plain and Simple by Stephen Radcliff, 'How we can all lead when we are in touch with what we care about and engage people to come with us and make something happen'.



Our Iceberg is Melting by John Kotter and Holger Rathberger, 'Changing and succeeding under any conditions'.

Open your eyes and see who I see
Your grace, your strength, your
compassion ... your work
It's not all for me, it's for you.

With every day differing; its
complexities and intricacies
It draws you in and makes you grow
It's not all for you, it's for All.



**DIOCESE
OF EXETER**
THE CHURCH
OF ENGLAND
IN DEVON



Whilst all aspects of wellbeing are interlinked, the Handbook looks at the different aspects of wellbeing in turn providing guidance, tips and suggestions others in the Exeter Diocesan Board of Finance have found helpful, along with some questions to aid personal reflection