



**WELLBEING STRATEGY
2025 - 2028**

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Date of Next Review: 2029

Craigdale Housing Association can provide this document on request, in different languages and formats, including Braille and audio formats.

1.0 Introduction

1.1 Purpose of the Wellbeing Strategy

This Wellbeing Strategy sets out Craigdale Housing Association's commitment to supporting the wellbeing of staff, tenants, and the wider community. It provides a clear framework for creating safe, healthy, inclusive environments where people can thrive, ensuring that wellbeing is embedded across all our services and organisational practices.

1.2 Organisational Context

Craigdale Housing Association (Craigdale) is rooted in a strong community ethos and is passionate about providing excellent affordable homes and services for our community. Our mission, vision, and values guide our approach to wellbeing, shaping how we support our workforce and tenants alike.

1.3 Mission:

We are passionate about providing excellent affordable homes and services for our community.

Craigdale Housing achieves its mission by providing genuinely affordable, high-quality homes that meet local needs while delivering responsive, tenant-focused services. It invests in the upkeep and improvement of its properties to ensure safe, comfortable living environments, listens to and involves residents in shaping services, and offers practical support to help people sustain their tenancies. By working closely with local partners and managing resources responsibly, Craigdale Housing strengthens communities and ensures long-term value for current and future residents.

1.4 Vision:

Changing lives for the better.

Craigdale Housing Association achieves its vision of changing lives for the better by providing safe, affordable homes and delivering supportive, person-centered services that help people feel secure and valued. By listening to tenants, responding to individual needs, and working with local partners, Craigdale HA supports residents to sustain their tenancies, improve wellbeing, and build stronger, more stable communities.

1.5 Values:

- **Respect** - We treat all people with courtesy, politeness, and kindness, recognising people's rights, opinions, and experiences.
- **Openness** - We are transparent and accountable in all actions and decision-making.
- **Trust** - We are honest, objective, consistent, open, and lead by example in everything we do.
- **Listening** - We Actively listen to what people tell us; and consider tenants' views when making decisions.

2.0 Vision and Principles

2.1 Wellbeing Vision Statement

Our wellbeing vision is to create a compassionate, safe, and supportive organisation where staff and tenants feel valued, respected, and empowered to live healthy, fulfilling lives.

Core Principles

Person-centered approach: We recognise that everyone’s wellbeing journey is different. Our approach responds to individual needs, experiences and strengths, offering support that is flexible, respectful and meaningful.

Prevention and early support: We aim to identify challenges early by fostering open communication and creating safe spaces for staff to raise concerns. Early, proactive support helps prevent issues from escalating and promotes long-term wellbeing.

Inclusivity and equity: We strive to create a workplace where everyone feels they belong. Support is accessible to all staff, regardless of role, background or circumstances, and we actively work to remove barriers to participation and wellbeing.

Trauma-informed practice: We recognise that past experiences can influence how people feel and behave at work. By adopting approaches grounded in empathy, safety and trust, we create a workplace where colleagues feel understood and supported.

3.0 Scope of the Strategy

This strategy applies to all Craigdale Staff, Volunteers, Board Members, Contractors and Tenants. It also informs us about our work with community partners and external agencies.

4.0 Wellbeing Definition



- **Physical wellbeing:** Physical wellbeing involves feeling healthy, energized and safe at work. This includes access to health resources, opportunities for movement and rest, support in managing long-term conditions, and safe working environments that minimize risk and promote comfort.
- **Mental and emotional wellbeing:** We recognise the importance of emotional resilience, mental health and psychological safety. Mental wellbeing means feeling able to speak openly about challenges, access support early and experience a workplace where kindness and understanding guide our interactions.
- **Social wellbeing:** Positive relationships are central to a healthy workforce. Social wellbeing involves feeling connected to others, having a sense of belonging and working within a culture that values collaboration, empathy and respect.
- **Financial wellbeing:** Financial stability is a key part of feeling secure and supported. We aim to provide clear information on benefits, fair pay, access to external financial guidance and support for colleagues experiencing financial pressures.
- **Environmental wellbeing:** The spaces in which we work influence how we feel. Environmental wellbeing means having access to safe, comfortable and well-designed workspaces that support focus, reduce stress and provide options to meet different working needs.
- **Resilience:** Having a sense of purpose and meaning. Ensuring how we work and live is in tune with what we value and believe, leading to greater personal resilience.

5.0 Current Position (Baseline Assessment)

5.1 Existing Strengths

Craigdale benefits from strong community relationships, a dedicated staff team, and a culture aligned with respect, openness, trust, and listening. Current support includes flexible working arrangements, established health and safety systems, and a commitment to tenant engagement. Levels of wellbeing resilience are currently high at over 76%. Keep this in.

5.2 Identified Challenges

Key challenges include increasing tenant support needs, rising cost-of-living pressures, growing mental health demands, and the need for enhanced wellbeing training and resources for staff. These pressures are further compounded by the closure or reduction of public services, which has limited access to external support and has shifted greater responsibility onto frontline teams and housing providers

6.0 Strategic Wellbeing Priorities (1–3 Years)

We will look to achieve these priorities through a coordinated, organisation-wide approach that combines visible leadership, strengthened systems and processes, targeted training, proactive tenant support, and meaningful community engagement to embed wellbeing, safety, and inclusion into everyday practice for both staff and tenants.

- **1. Improve psychological safety and reduce stigma around mental health for staff and tenants**

We will embed a culture where wellbeing is openly discussed and supported through leadership visibility, regular wellbeing check-ins, mental health awareness training, and clear support pathways for staff and tenants.

- **2. Strengthening lone-working safety and wellbeing systems for staff**

We will enhance lone-working systems through updated risk assessments, strengthened check-in processes, appropriate safety technology, and structured debrief and emotional support following incidents.

- **3. Increase access to financial wellbeing support for tenants**

We will proactively support income maximisation, strengthen advice partnerships, deliver budgeting support, and intervene early where tenants are at risk of financial hardship to prevent crisis and tenancy failure.

- **4. Create more opportunities for social connections and community engagement-**

We will increase opportunities for tenant involvement, community activities, and targeted outreach to reduce isolation and strengthen resident voice and participation.

- **5. Enhance leadership and staff training around wellbeing and trauma-informed practice**

We will deliver training for staff and managers, embed wellbeing into supervision and performance frameworks, and align policies with trauma-informed principles to improve both staff resilience and tenant experience.

- 1. Improve Psychological Safety and Reduce Stigma Around Mental Health (For Staff and Tenants)**

Normalise conversations about mental health: Leadership will speak openly about mental health in meetings, newsletters and internal communications. Share voluntary lived-experience stories (anonymised where appropriate).

Introducing Mental Health and Wellbeing Champions: We will train staff and tenant representatives as Wellbeing Champions to provide peer support and signposting.

Create clear and visible support pathways: We will develop simple, accessible guides outlining available support for both staff and tenants.

Review language and policies: We will audit policies, procedures and tenant communications to remove judgmental or deficit-based language and promote respectful, person-centered approaches.

Embed regular wellbeing check-ins: We will introduce structured wellbeing check-ins within supervision and team meetings, separate from performance management discussions.

Intended Impact: Combining all these objectives will build trust, encourage early disclosure, and embed wellbeing as part of everyday culture rather than a crisis response.

2. Strengthening Lone-Working Safety and Wellbeing Systems (For Frontline Staff)

Establish robust lone-working protocols: We will complete risk assessments prior to visits and implement mandatory check-in and check-out procedures.

Provide debrief and emotional support following serious or traumatic incidents: We will offer immediate emotional support alongside incident reporting, with optional follow-up wellbeing conversations. This will be offered within 24-72 hours

Deliver trauma-aware risk training: We will train staff to recognise stress and trauma responses and develop safe de-escalation skills

Reinforce a safety-first culture: We will empower staff to leave situations that feel unsafe without fear of criticism.

Intended Impact: These objectives will aim to reduce anxiety, burnout and presenteeism, while improving morale and staff retention.

3. Increase Access to Financial Wellbeing Support for Tenants

Strengthen advice partnerships: We will work with organisations such as Citizens Advice, credit unions and welfare rights services to develop holistic services for clients.

Introduce proactive financial check-ins: We will offer financial wellbeing conversations at tenancy sign-up, rent reviews and key life events to ensure tenant finances are maximized.

Provide accessible information: We will develop clear, plain-language guides on benefits, energy support and debt advice to ensure no one is excluded or indirectly discriminated against by not having this information and guidance available.

Offer emergency and preventative support: We will continue to maintain discretionary hardship funds and provide fuel vouchers or energy efficiency initiatives where appropriate.

Promote digital inclusion: We will continue to support tenants to access online services, benefits portals and budgeting tools.

Intended Impact: All of these objectives will seek to address one of the primary drivers of mental ill-health, namely preventing crisis and supporting tenancy sustainability.

4. Create Opportunities for Social Connection and Community Engagement

Facilitate low-pressure social activities: We will host informal activities such as coffee mornings, walking groups, shared meals or craft sessions, to create a sense of community

Support tenant-led initiatives: We will provide small grants or practical support for tenants to design and lead activities.

Maximise communal spaces: We will actively use shared spaces for open days, pop-up services or skill-sharing sessions.

Encourage inclusive and intergenerational engagement: We will design activities and projects that bring together different ages and backgrounds.

Develop community partnerships: We will continue to collaborate with local schools, faith groups, sports clubs and voluntary organisations.

Intended Impact: Through these measures we will strive to improve mental wellbeing, reduce isolation and antisocial behaviour, and build stronger, more resilient communities.

5. Enhance Leadership and Staff Capability in Wellbeing and Trauma-Informed Practice

Deliver trauma-informed training for all staff: We will endeavour to increase the understanding of trauma, adverse experiences and stress responses. We will actively promote a shift from 'What's wrong with you?' to 'What's happened to you?'

Strengthen leadership capability: We will equip our managers to identify early signs of burnout, hold psychologically safe conversations, and balance accountability with compassion.

Embed reflective practice: We will develop spaces of psychological safety for all staff to reflect on emotionally demanding work.

Integrate wellbeing into performance frameworks: We will Measure not only outcomes, but how work is delivered and its impact on people.

Commit to ongoing development: We will Provide annual refresher training, regular coaching and ongoing peer to peer learning opportunities.

Intended Impact: This will seek to create a systemic, sustainable culture where wellbeing is embedded into leadership, policy and daily practice.

Short Term (0–6 Months): Laying the Foundations

In the first six months, our focus is on building strong foundations and visible commitment.

- **Mental Health Champions**
We will identify and support a network of trained Wellbeing Champions across Craigdale who can provide peer support, promote awareness, and help reduce stigma.
- **Lone-Working Review**
We will carry out a full review of lone-working practices to ensure staff feel safe, supported, and confident in the field, with clear processes and practical safeguards in place.
- **Leadership Commitment & Clear Messaging**
All Senior leaders will actively communicate Craigdale's commitment to wellbeing — making it clear that supporting mental health and trauma-informed practice is part of who we are, not an add-on.
- **Partner Mapping (Financial & Community Support)**
We will map existing local partners and identify gaps, ensuring we can confidently signpost tenants to the right financial advice, wellbeing services, and community support.

This phase is about visibility, reassurance, and setting the tone for change

Medium Term (6–12 Months): Building Skills and Structures

With strong foundations in place, we move into strengthening knowledge, systems, and support.

- **Trauma-Informed Training Rollout**
We will seek to deliver practical, role-specific trauma-informed training so staff feel equipped to respond confidently and compassionately to tenants facing complex challenges.
- **New Wellbeing Policies & Procedures**
We will continue to embed wellbeing principles into policies and procedures — ensuring they reflect fairness, empathy, and clarity for both staff and tenants.
- **Expanded Tenant Support Offers**
We will broaden our support options through enhanced referrals, partnerships, and internal initiatives that address financial hardship, social isolation, and mental wellbeing.
- **Regular Community Activities**
We will continue our work with tenants and partners to create regular, inclusive community activities that strengthen connection and reduce isolation across Craigdale neighbourhoods.

This stage strengthens our practice and ensures wellbeing is built into how we work every day.

Long Term (12–18 Months): Embedding Cultural Change

By this stage, wellbeing becomes part of Craigdale's identity.

- **Cultural Change Embedded**

We will ensure a trauma-informed, compassionate approach is consistently reflected in leadership behaviours, staff confidence, and tenant interactions.

- **Reduced Staff Turnover & Sickness**

We will support a healthier, more supported workforce that in turn will lead to improved morale, resilience, and retention.

- **Stronger Tenant Outcomes & Trust**

All our Tenants will experience more consistent support, improved communication, and greater trust in Craigdale as their landlord.

- **Craigdale Recognised as a Wellbeing-Led Housing Provider**

Craigdale will become known locally as a housing association that genuinely prioritises wellbeing — for both its staff and the communities it serves.

7.0 Objectives and Key Actions

Priority 1: Psychological Safety and Mental Health Support

Objective:

- Strengthen mental health awareness, support, and early intervention.

Key Actions:

We will Train managers and staff in mental health awareness and trauma-informed practice by:

- We will commission accredited mental health awareness and trauma-informed training tailored to housing services.
- We will provide enhanced training for managers on wellbeing conversations and early identification.
- We will embed training into induction and ongoing CPD.
- We will reinforce learning through reflective supervision and practical case-based sessions.

We will expand access to mental health resources and signposting:

- We will develop and promote a clear mental health support pathway for staff and tenants.
- We will strengthen partnerships with local NHS, third sector and counselling services.
- We will provide accessible information through leaflets, website and ongoing tenant communications.
- We will Train all staff to confidently signpost and make timely referrals.

We will promote a culture where staff and tenants feel safe discussing well-being concerns.

- We will ensure leaders and managers openly champion wellbeing and model supportive behaviour.
- We will embed regular wellbeing check-ins within team meetings and supervision.
- We will develop wellbeing champions and peer support opportunities.
- We will communicate clear, confidential routes for raising concerns without fear of stigma.

Strengthening Mental Health and Wellbeing at Craigdale Housing:

Craigdale Housing recognises that supporting mental health and wellbeing is essential to delivering high-quality services to our tenants and sustaining a resilient workforce. We will take a structured, practical and affordable approach to embedding mental health awareness across the organisation.

1.0 We Will Implement a Tiered Training Approach

1.1 Baseline Training for All Staff

We will provide all staff with introductory training covering:

- Mental health awareness
- Stress, burnout and compassion fatigue
- Trauma-informed principles, including safety, trust, choice and collaboration

This training will be delivered through a combination of:

- Half-day workshops from Wellbeing consultant.
- This approach will ensure all staff share a consistent understanding of mental health and trauma-informed practice.

1.2 Advanced Training for Managers and Supervisors

We will provide enhanced training for managers and supervisors to strengthen their confidence and capability in supporting staff well-being. This will include:

- Conducting supportive well-being conversations
- Managing performance with compassion
- Supporting staff following distressing or traumatic incidents

Training will incorporate role-play and realistic housing scenarios to ensure practical application.

This training will be delivered through a combination of:

- Half-day workshops from Wellbeing consultant.

2.0 We Will Embed Mental Health Awareness into Everyday Practice

We will ensure that mental health and trauma-informed practice are not standalone initiatives but part of our organisational culture.

We will:

- Include mental health awareness within staff induction
- Integrate wellbeing into manager development programmes

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- Provide refresher training every two to three years
- We will also incorporate wellbeing prompts into supervision templates, including questions such as:
 - “How are you coping with your workload?”
 - “Have you experienced any situations that have been emotionally difficult?”

This will normalise conversations about wellbeing and encourage early intervention.

3.0 We Will Develop Internal Wellbeing Champions

We will identify and train a small group of staff to act as:

- Wellbeing Champions

These individuals will:

- Act as first points of contact
- Provide peer support
- Signpost colleagues and tenants to appropriate services

They will not act as counsellors, but as trained supporters who can guide individuals toward appropriate help.

4.0 We Will Expand Access to Mental Health Resources and Signposting

4.1 Create a Clear Support Pathway

We will develop a simple, one-page support pathway for both staff and tenants that clearly outlines:

- Who to speak to internally
- External support options
- What happens after someone asks for help

This guide will use plain language and a reassuring tone.

4.2 Strengthen External Partnerships

We will formalise relationships with:

- Local NHS mental health services
- Third-sector mental health charities
- Crisis support organisations

Where possible, we will agree:

- Clear referral routes
- Named contacts
- Fast-track options

This will help ensure timely and coordinated support.

4.3 Improve Visibility of Support

We will make mental health support highly visible through:

- Staff intranet and noticeboards
- Tenant newsletters and welcome packs
- Posters in communal areas

Information shared will include:

- Crisis helplines
- Local counselling and wellbeing services
- Online self-help tools and apps

4.4 Promote Early Access to Support

We will ensure signposting is proactive rather than reactive. We will offer support information:

- At tenancy sign-up
- During routine housing visits
- When financial pressures or antisocial behaviour issues arise

We will actively encourage early engagement with support services, rather than waiting until situations escalate to crisis.

5.0 We Will Promote a Culture of Psychological Safety

5.1 Visible Leadership Commitment

We will ensure senior leaders visibly prioritise wellbeing by:

- Speaking openly about mental health in meetings and communications
- Reinforcing that mental health is as important as physical safety

Wellbeing will be reflected in:

- Staff updates
- Annual reports
- Organisational values

5.2 Foster Psychological Safety

We will support managers to:

- Ask open and non-judgmental questions
- Respond with empathy before moving to solutions

We will make it clear that raising wellbeing concerns will not negatively affect job security or tenancy status.

5.3 Review Policies and Language

We will review:

- HR policies
- Tenancy management procedures
- Complaint and enforcement processes

We will ensure that all policies reflect traumatically informed language and demonstrate fairness, dignity and respect.

5.4 Provide Safe Disclosure Channels

We will offer multiple routes for raising well-being concerns, including:

- Line managers
- Wellbeing Champions
- Anonymous staff surveys
- Tenant engagement forums

We will ensure responses are timely, proportionate and supportive.

5.5 Recognise and Celebrate Positive Practice

We will recognise and celebrate:

- Compassionate practice
- Peer support
- Effective wellbeing conversations

We will share examples of good practice, while maintaining confidentiality, to reinforce positive behaviours.

6.0 How We Will Measure Success

We will monitor progress through:

- Increased use of support services at an early stage
- Reduced staff sickness absence and burnout
- Improved staff survey results relating to wellbeing and trust
- Positive tenant feedback on feeling respected and supported

Overall Outcome

Through these actions, we will ensure that staff understand mental health, respond early to concerns, and feel confident supporting one another and our tenants.

We will build a culture in which wellbeing is openly discussed, early help is encouraged, and individuals feel safe, heard and respected.

Priority 2: Lone Working Safety

Objective: Ensure robust support systems for lone-working staff.

Key Actions:

- We will Review and enhance lone-working policies.
- We will Introduce improved safety monitoring tools.
- We will Provide additional training for high-risk roles.

Measures of Success:

- Improved compliance with safety protocols.
- Reduction in lone-worker incidents.

Priority 3: Financial Wellbeing for Tenants

Objective:

- Improve access to financial support and advice services.

Key Actions:

- We will Strengthen partnerships with financial wellbeing organisations. How
- We will Provide regular cost-of-living support communications.
- We will Offer budgeting workshops and benefit checks.

Measures of Success:

- Increased tenant engagement with support services.
- Reduction in rent arrears linked to financial hardship.

8.0 Roles and Responsibilities

Board & Leadership: To Provide ongoing oversight, set strategic direction, champion wellbeing, and monitor progress.

Managers: We will lead, by example, support teams, identify risks early, and always maintain open communication.

Staff: Engage with wellbeing initiatives, prioritise self-care, and use support channels appropriately.

Wellbeing consultant: Seamus Corry will provide ongoing support and training guidance and advice where necessary.

Tenants & Community Partners: Engage in wellbeing activities and work collaboratively to promote community wellbeing.

9.0 Wellbeing Resources and Support Framework

Funding Mechanism

We will ensure that delivery of this strategy is supported through a dedicated wellbeing allocation within the annual budget, approved by the Board.

The Board will review and agree funding levels each year as part of the business planning cycle, ensuring that well-being initiatives are appropriately resourced, sustainable and aligned with organisational priorities.

Budget provision will support:

- Increased deployment and training of Mental Health First Aiders
- Lone working safety systems and related wellbeing safeguards
- Training and development linked to mental health and trauma-informed practice

This approach ensures financial oversight while embedding wellbeing as a core organisational commitment rather than a discretionary activity.

Delivery and Oversight

Wellbeing Working Group

We will maintain a Wellbeing Working Group to oversee implementation, monitor progress and coordinate activity across the organisation.

The Group will:

- Review HR policies to ensure they promote fairness, psychological safety and flexible working options
- Support training and development opportunities aligned with wellbeing priorities
- Strengthen engagement with local health and wellbeing organisations to enhance partnership working and referral pathways

10.0 Communication Plan

The strategy will be communicated through staff briefings, tenant newsletters, the Craigdale website and partnership networks to ensure broad awareness and understanding.

We will provide **monthly updates** to maintain transparency, demonstrate progress and sustain engagement across the organisation.

Governance and oversight will be strengthened through:

- **Eight-weekly meetings of the Wellbeing Group** to review progress, consider feedback and coordinate actions.
- **Ongoing scheduled meetings with the Wellbeing Consultant** to provide professional guidance, monitor implementation and support continuous improvement.

This structured approach will ensure the strategy remains active, visible and responsive to emerging needs.

11.0 Monitoring, Evaluation and Reporting

Craigdale Housing will implement a clear and proportionate framework to monitor progress, evaluate impact and ensure accountability for our mental health and wellbeing commitments.

11.1 Key Performance Indicators (KPIs) and Metrics

We will adopt a structured monitoring cycle to ensure both timely oversight and meaningful analysis.

Quarterly Monitoring (Management Level):

The following indicators will be reviewed on a quarterly basis to identify emerging trends and enable early intervention:

- Staff absence rates (including stress-related absence)
- Staff turnover and retention data
- Incident and risk reporting relating to wellbeing, safeguarding or distressing events
- Uptake of support services (where data is available and appropriate)

Bi-annual Monitoring:

- Tenant satisfaction measures that include wellbeing-related indicators
- Thematic analysis of complaints or casework where mental health is a contributing factor

Annual Review:

- Staff survey results, including wellbeing, engagement and psychological safety measures
- Tenant feedback surveys relating to feeling respected, supported and listened to
- Evaluation of training uptake and impact

This blended approach ensures regular oversight while allowing sufficient time for meaningful trends to emerge.

11.2 Review Schedule

We will implement:

- **Quarterly internal monitoring** by the Senior Management Team to review performance data and identify required actions.
- **An annual strategic review** to assess overall effectiveness, alignment with organisational objectives, and areas for improvement.

The annual review will inform updates to training, policies, resource allocation and partnership arrangements.

11.3 Reporting Responsibilities

Clear governance arrangements will ensure transparency and accountability.

We will:

- Provide quarterly summary reports to the Board outlining key trends, risks and mitigating actions.
- Include wellbeing and organisational culture indicators within annual performance reporting.
- Report relevant data to regulatory bodies in line with statutory and regulatory requirements.

Senior leadership will be responsible for ensuring that reporting is accurate, proportionate and focused on continuous improvement rather than solely compliance.

Overall Approach

Our monitoring framework will balance quantitative data (absence, turnover, incidents) with qualitative insight (staff and tenant feedback) to ensure a comprehensive understanding of impact.

This will enable Craigdale Housing to move beyond activity-based reporting and demonstrate measurable improvements in wellbeing, organisational culture and tenant experience.

12.0 Implementation Timetable

Priority	Key Actions	Lead	Timeline
Mental Health Support	Training, EAP promotion	HR / Managers	Year 1
Lone Working Safety	Policy review, tools	Operations	Year 1–2
Financial Wellbeing	Advice partnerships	Tenancy Services	Year 2–3