

RDP -  
Wellbeing  
workshop



**highways**  
england

SUPPLY CHAIN SUSTAINABILITY

**SCHOL**



# Welcome and introductions

- Introductions
- Aims of the workshop
  1. Delegates to gain a clear understanding of the HE's policy on Wellbeing and aims for the RDP.
  2. Delegates to be able to compare their company performance against the HE and other standards and identify potential gaps in their current performance.
  3. Delegates to be aware of the CIRIA Wellbeing Guide (and other methodologies) to develop performance on Wellbeing.
  4. To explore a way forward for driving performance improvements during the RDP contracts.
  5. For HE to gain insight into the current performance of contractors on Wellbeing.
- Feedback



# Timings

Time	Topic
9:45	Highways England “Home Safe and Well”
10:15	Break
10:25	Industry guides
11:00	Break
11:10	Workshops <ul style="list-style-type: none"><li>• Workshop 1 – Exploring the key issues</li><li>• Workshop 2 – How to manage wellbeing</li></ul>
11:40	Feedback from the groups
12:00	Highways England response to feedback
12:10	Poll questions
12:20	Roundup and questions
12:30	Close



# Highways England “Home safe and well”

Rebecca Eaton



Home Safe and Well

# Making it personal

## Winning the heart and minds

- Power of story telling to get emotional connection
- Connect the dots for people
- Be authentic
- Keep it real
- Understand your people



# home safe and well



What does "Home Safe and Well" mean to you?

FAMILY  
is always in  
our heart

Why do you want to go "Home Safe and Well?"



What do you think is the biggest impact on employee's wellbeing at work?

# Our focus areas



We want **everyone** who works with us and everyone who travels on our network to get home safe and well.

At Highways England we believe no one should be harmed when travelling or working on the strategic road network. Achieving this requires fresh thinking and innovative approaches towards health, safety and wellbeing across the industry. Our Home Safe and Well approach gives us the framework for how we will deliver excellence in health, safety and wellbeing.

Be well = Be nourished + Be active + Be resilient

## Our Home Safe and Well approach

# Effective leadership

Leaders as health, safety and wellbeing role models

- Understand that health and wellbeing is intrinsic to the success of business
- Set the culture- Open and 'real'
- Authentic leaders- Actions and words align
- Take action
- Leader and people manager training and development programmes
- Mental health training



## Our Home Safe and Well approach

# Capable people

People are competent and able to undertake their role

- People are happier when they are doing things that they are good at
- Learning and development programme
- Right tools, systems and collaboration that enable.
- Wellbeing education, training and information for self care



# Our Home Safe and Well approach

## Clear expectations

Everyone is clear on what is expected of them and has access to systems they trust

- Clear policy and procedures i.e attendance management, fatigue, stress etc.
- Health, Safety and Wellbeing management system
- Employees are expected to look after their own health and wellbeing
- Effective support systems- OH, EAP, mental health first aiders etc.



## Our Home Safe and Well approach

# Engaged stakeholders

Internal and external stakeholders are involved

- Collaborative working
- Joined up and aligned to strategy.
- Consistent messaging
- Common intent
- Align with national campaigns



## Our Home Safe and Well approach

# A learning organisation

We use data and assurance to continually learn and improve

- Just and fair culture
- Happy to 'speak up'
- Innovation
- Health and wellbeing data –is it relevant?



## Our Home Safe and Well approach

# Health, safety and wellbeing by design

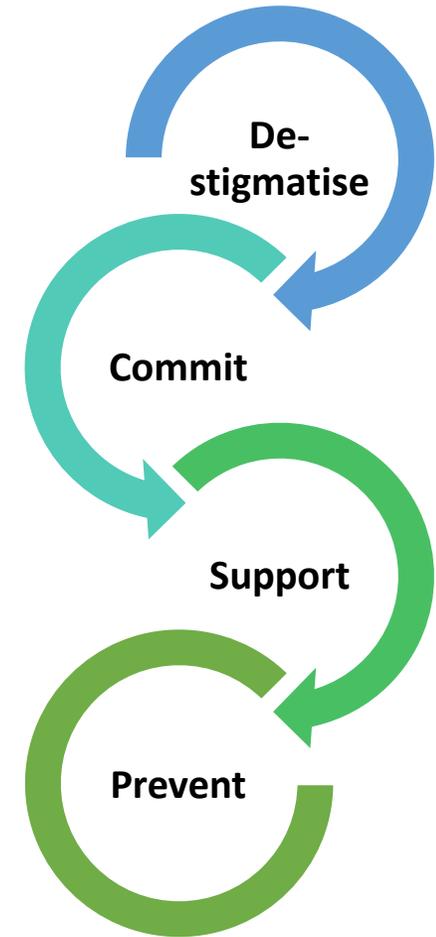
Health, safety and wellbeing is considered at the outset of any plans

- Risks are thought about and eliminated up front
- Proactive rather than reactive
- Job designed to support wellbeing
- Where and how we work
- Personalisation
- Proactive people support





# Mental Health



# Supply Chain Common Intent

Mental Health Common Intent and toolkit  
showcase event

- **11<sup>th</sup> May 2021 10am-11am**

with

- Comedian John Ryan
- Clinical psychologist Mandy Rutter

<https://www.highwaysafetyhub.com/mental-health.html>

<https://www.eventbrite.co.uk/e/mental-health-sharing-the-journey-tickets-150875818635>



# Power of kindness

Kindness  
is  
Magic



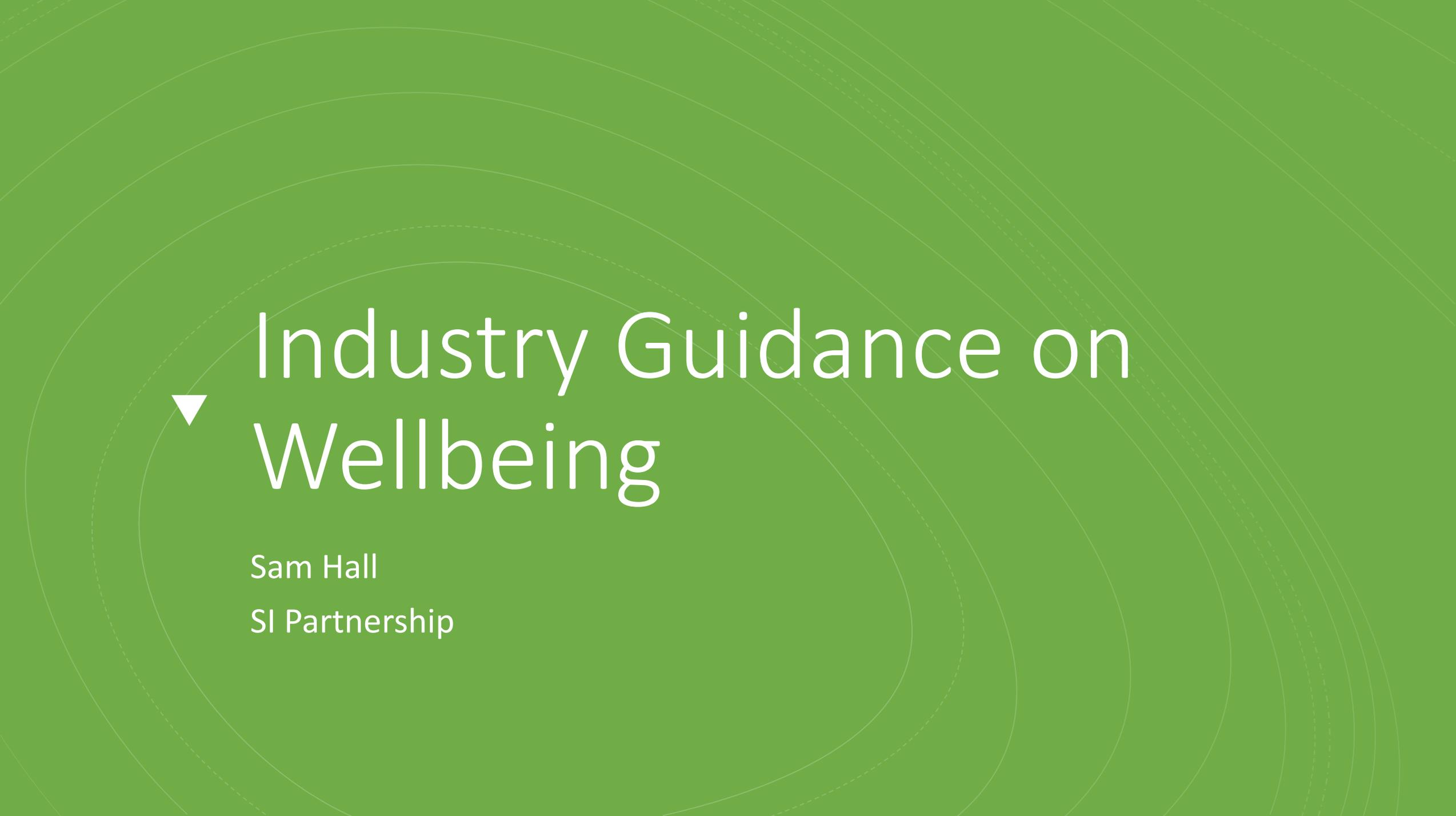


Any Questions?



Break time

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# ▼ Industry Guidance on Wellbeing

Sam Hall

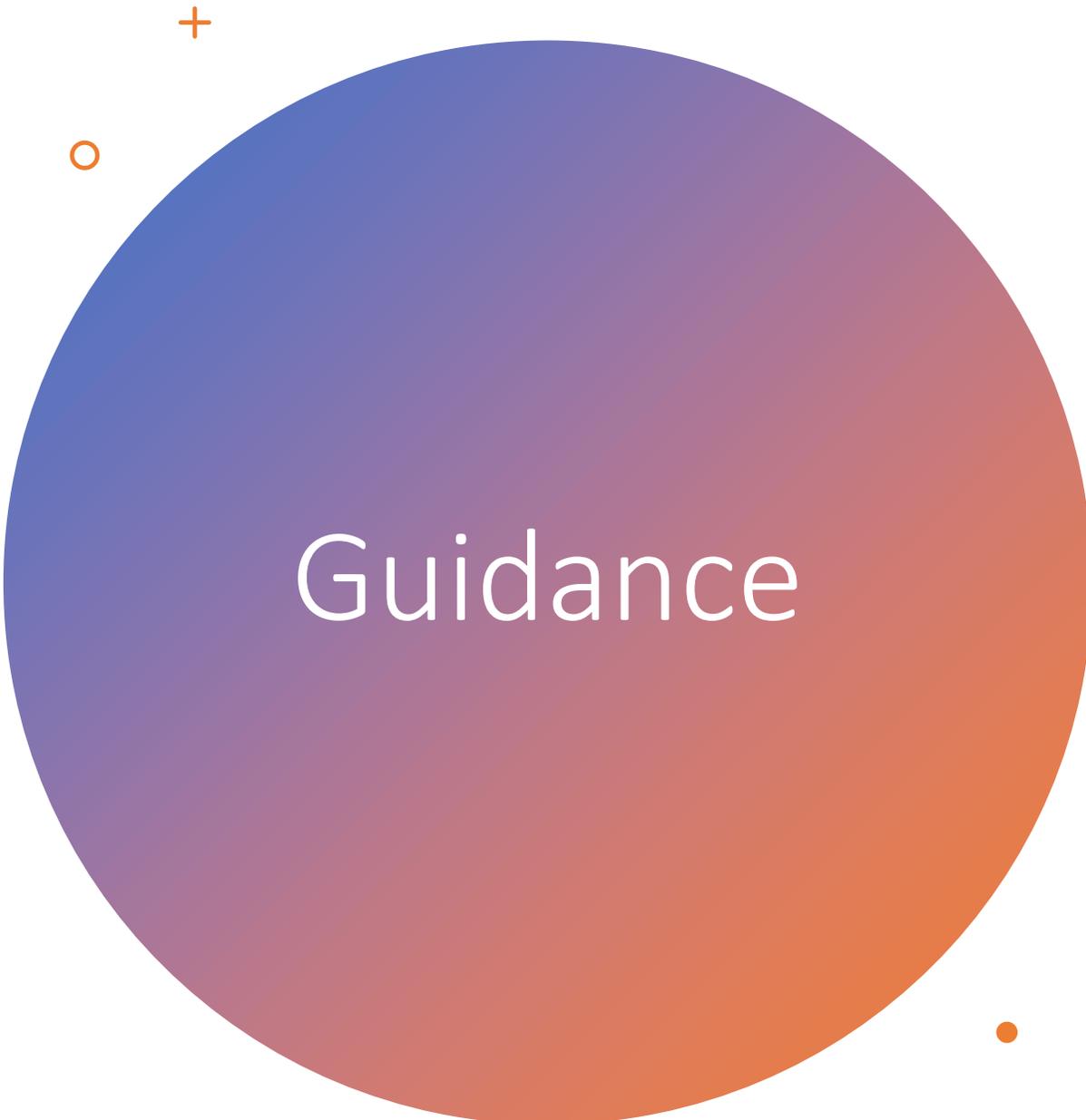
SI Partnership



# Why focus on wellbeing?

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- The business case
- The human case
- CIRIA – Developing Wellbeing at Site Level
- SCSS – WSIG – Wellbeing in the Built Environment



# Guidance

- CIRIA – Developing Wellbeing at Site Level
  - SCSS – WSIG – Wellbeing in the Built Environment
  - HSE
  - Mates in Mind
  - Mental Health First Aid
  - WELL Building Institute
- 

# Wellbeing in the Built Environment

Report from the  
Supply Chain Sustainability School  
Wellbeing Special Interest Group



## The SCSS report - Wellbeing in the Built Environment

- Developed by the SCSS wellbeing specialist interest group
- Broad scope and framework for wellbeing
- Good practice for implementation
- Maturity benchmark
- Data points and KPI's

# ENVIRONMENT



- Access to nature
- Inclusive design
- Thermal and acoustic comfort
- Natural light
- Healthy building materials and ventilation

# RELATIONSHIPS



- Empathy in design (housing, infrastructure, workplace)
- Diversity and inclusion
- Knowledge and learning
- Communication
- Recreation and contemplation



# SECURITY

- Physical safety
- Psychological safety
- Social connectivity
- Climate resilience
- Social support (health, financial, later life)



# PURPOSE

- Connection with community
- Connection with nature
- Goals, enterprise and personal development
- Diversity and inclusion
- Supporting infrastructure (transport, retail, health)

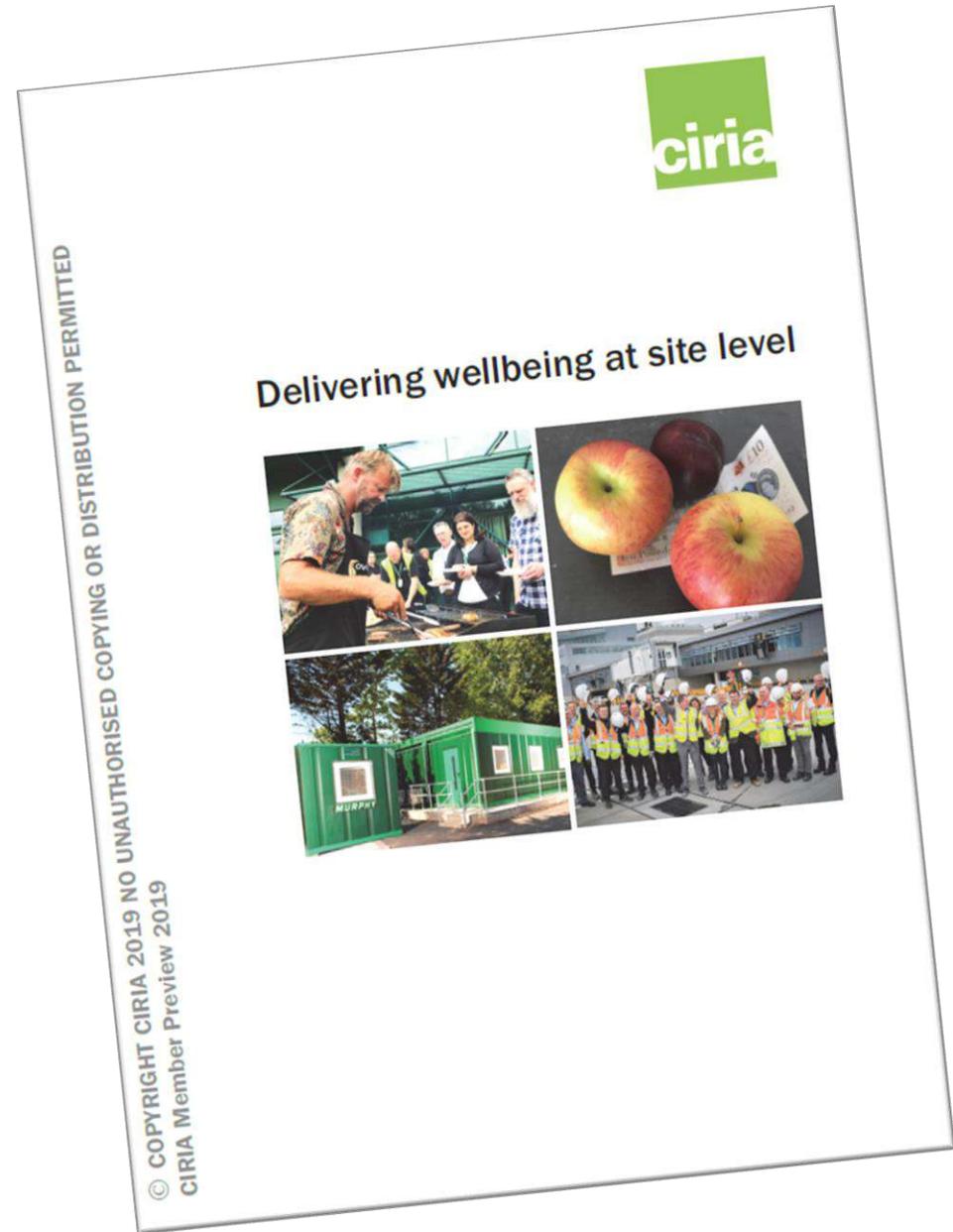
- Water, soil and indoor/outdoor air quality
- Healthy behaviours: nutrition, sleep, hydration, physical activity
- Physical, mental and social health
- Hygiene and sanitation



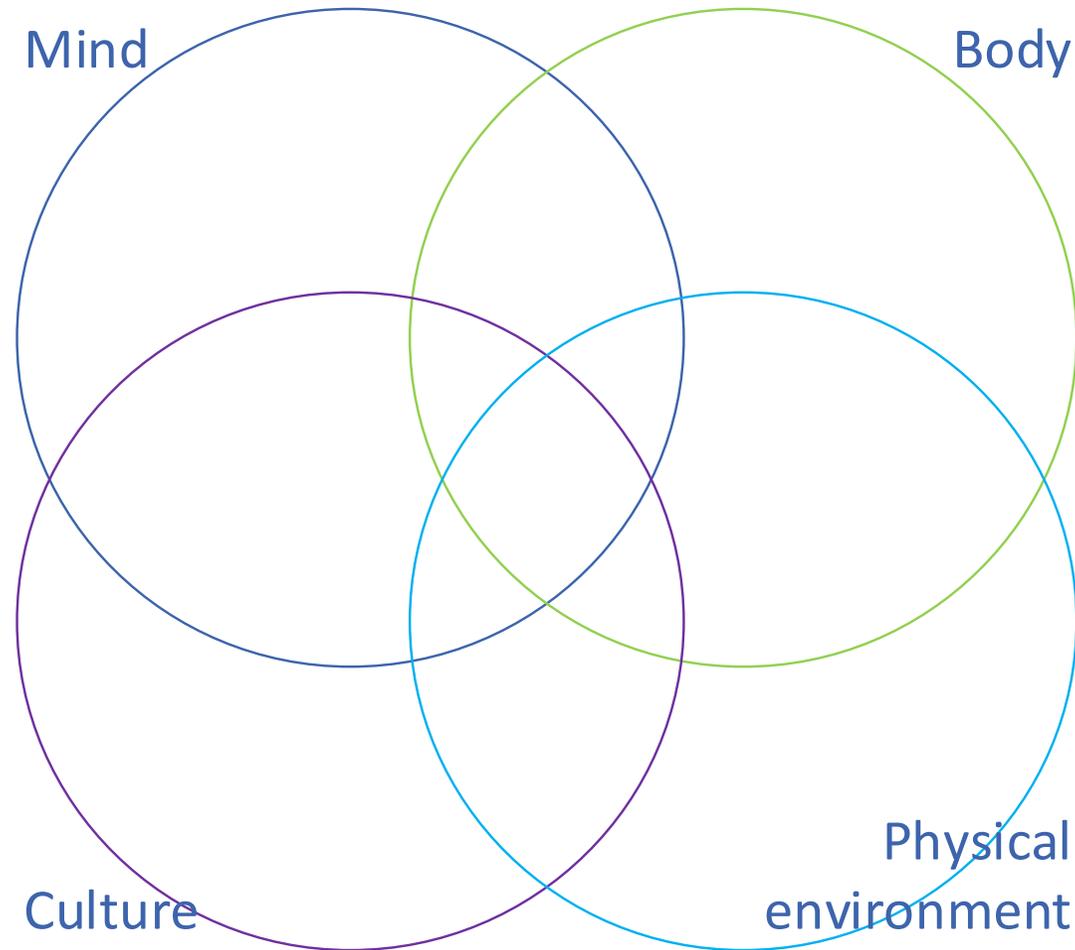
# HEALTH

# CIRIA - Delivering wellbeing at site level

- Developed with construction industry consultation group
- Main themes
  - Body
  - Mind
  - Environment
  - Culture
- Outlines good practice on 19 sub-issues
- Outlines a framework for a strategic approach



# Defining wellbeing





# Mind

- Having a purpose
- Job satisfaction
- Work life balance and long working hours
- Job security
- Relationships and support systems

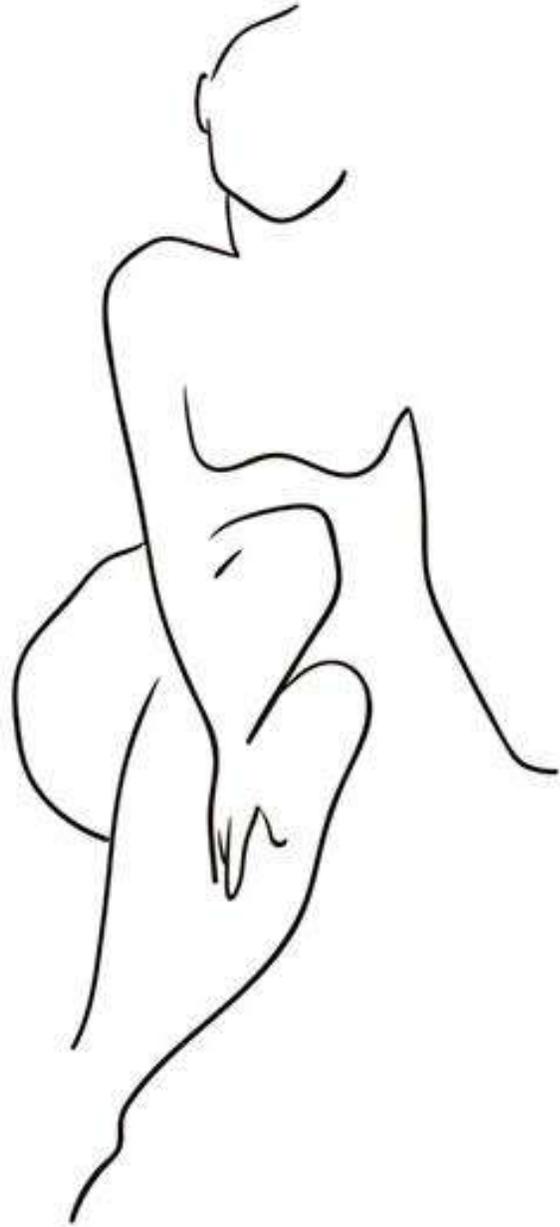
# Culture

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- Fairness, inclusion and respect
- Leadership styles
- Technology
- Stigma of mental health



# Body

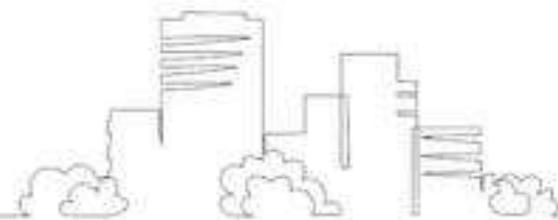


- Diet, nutrition & hydration
- Sleep & avoiding fatigue
- Pain & ergonomics
- Fitness & physical activity

# Physical environment



- Workplace design & welfare facilities
- Lighting
- Air quality
- Thermal comfort
- Noise & vibration
- Travel to & from site



# Getting started on a project

- Set up a project working group
- Assess baseline performance
  - Questionnaires
- Develop targets and indicators
- Rollout training & comms



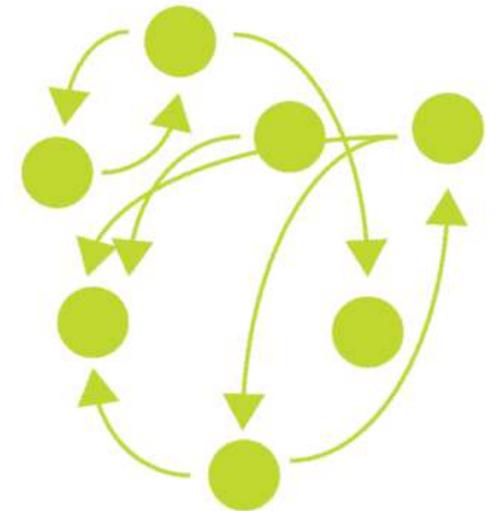
# Early systems development

- Leadership policy
- Action plan
- Comms strategy
- Operations mapping
- Indicators and monitoring

Traditional thinking



Systems thinking



# Wellbeing strategy

- Key elements
- Who should be involved
- Integrating
- Obstacles to success



# Case studies

**Example 4.4**  
Raising mental health awareness

Mates in Mind is a registered charity that works across the UK construction industry, helping to raise awareness, address the stigma of poor mental health and improve positive mental wellbeing. The charity launched in 2017 and was founded by Health in Construction Leadership Group (HCLG) and the British Safety Council.

The charity's objectives are to improve knowledge and understanding of mental health and mental ill-health, to help people to understand how, when and where to get support and to break the silence and stigma through promoting cultures of positive wellbeing throughout the industry. The charity works with a wide number of UK construction companies, helping them to take a joined-up and complete approach to mental health and wellbeing.



**Example 4.2**  
Understanding the workforce



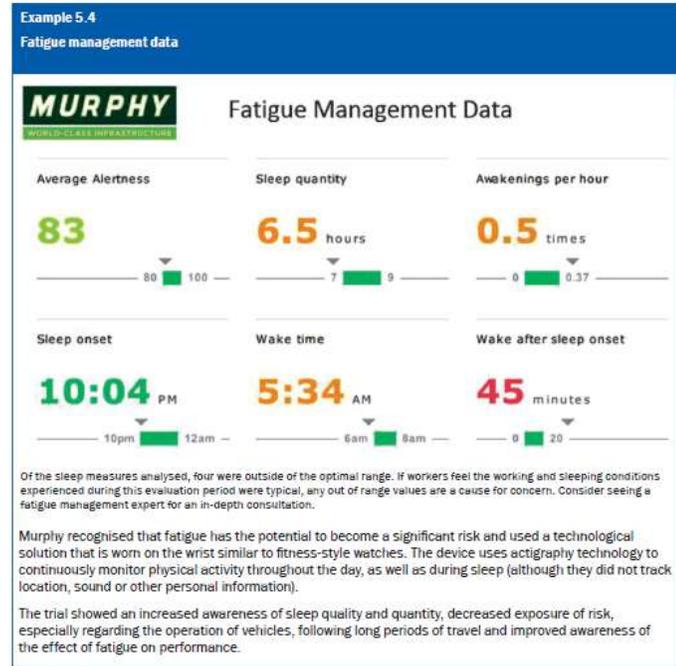
Mace have undertaken a wide ranging wellbeing survey of their staff to identify key areas to focus work on. One of the areas identified was the need to upskill managers on their knowledge of health and wellbeing.

Mental health awareness training is now being rolled out in the organisation to support conversations on mental health and a wellbeing framework of resources and support has been launched to give guidance on a wider range of wellbeing topics. The survey has been linked to Mace's 2022 Business Strategy and will be run annually with KPIs to measure progress.

**Example 2.1**  
Staff-led strategy

In 2017, Galliford Try, launched its new employee wellbeing programme *Be Well* and a new partnership with mental health charity Mates in Mind. Based on the five themes of take notice, stay connected, keep learning, be active and give back, and supported by a number of tools and resources, the programme has grown organically in response to demand from staff.

Taking a people-led approach, the business has empowered staff to take action where they think it will have the biggest effect for them and supported that with policy and procedures. This approach has followed in the footsteps of the group's behavioural safety strategy, focusing on winning people's hearts and minds, and supporting this with systems only as needed. The emphasis is on changing attitudes and behaviours rather than filling out forms. In this sense it is a light-touch management system, but it has already made significant changes within the business. In the first nine months alone the number of sick days was reduced by 7700 and the *Be Well* programme has won industry recognition from both the Inspire Awards and the Employee Benefit Awards.



Remember...



"Heal."

It takes work to feel good



# Industry Guidance



## Q&A

Sam Hall

SI Partnership



**Break time**  

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# Workshops



## Workshop 1 – Exploring the key issues

What is important to your peoples' wellbeing? What should you prioritise? What would make the biggest difference to staff happiness? What would benefit the business the most?



## Workshop 2 – How to manage the key issues

Should we have minimum standards? What should they be? Should we benchmark? And if so, then how? Is there a need for independent quality assurance?



Ground rules - participation, cooperation, stretch your thinking

# Feedback from the groups



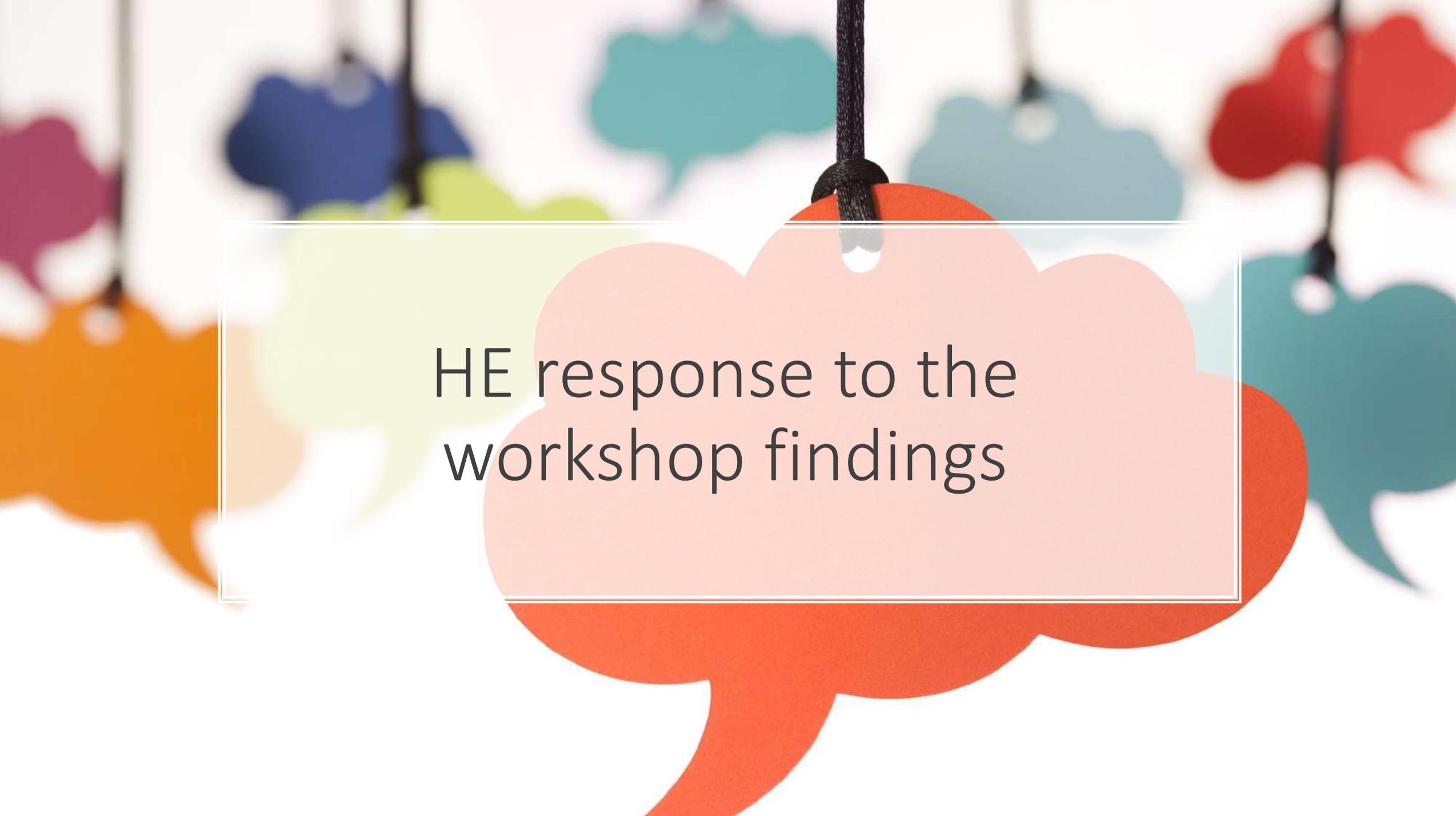
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What is important to your peoples' wellbeing? What should you prioritise? What would make the biggest difference to staff happiness? What would benefit the business the most?



## Workshop 2 – How to manage the key issues

Should we have minimum standards? What should they be? Should we benchmark? And how? Is there a need for independent quality assurance? Or a wellbeing standard?



HE response to the  
workshop findings



Poll questions



Round up  
and close  
—

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