

WELLBEING CAMPAIGN NARRATIVE AND THEORY OF CHANGE MODEL

MAY 2021

The case for change

Many employers do not understand or recognise the business benefits of employee wellbeing. Of those that do, few do wellbeing properly, with many employers not consulting their workforce ahead of developing a wellbeing strategy. This means the interventions offered do not always cater for the varied needs of employees and tend to offer vanilla options, such as free fruit. The result is that employer wellbeing programmes are poorly communicated to staff and therefore employee awareness about workplace health interventions offered by their organisations is low, as is the take up, which reduces their perceived value. The impact of employers not investing in workplace wellbeing initiatives is higher rates and costs associated with absenteeism, presenteeism, disability and staff turnover. Employers are failing to recognise a thriving workforce is a productive workforce that supports their business growth ambitions.

The British Safety Council is a charity. We fulfil our charitable purpose by undertaking activities for the public benefit. We are launching a wellbeing campaign aimed at supporting and improving the health and wellbeing of workers. Our goal is for workers to thrive, that they feel in a good place and that employers are equipped to make this happen. Workers include all permanent employees as well as self-employed workers and those on fixed term and zero-hour contracts – we are taking an inclusive and holistic approach to wellbeing, leaving no workers behind.

We recognise there's a lot that happens in the workplace which has an integral impact on wellbeing, be it the environment, the culture, the facilities, the quality of work and the leadership within the business. Executive engagement and support are powerful and are one of the most important tools for driving a culture of wellbeing. Having competent line managers, at all levels, is also fundamental to creating a wellbeing culture. This means employers show leadership and embrace and invest in wellbeing in consultation with their workforce, recognising it is not a one size fits all approach, as every organisation must prioritise.

Assumptions

Our approach is built on the following main assumptions:

- Workers want to thrive, but while many employers understand and recognise the benefits of doing wellbeing properly, they need support to achieve this
- Supporting the health and wellbeing of employees, done well, protects both the long-term health of a business and its workforce, as it improves performance and raises productivity and profitability
- Employees that use workplace health interventions tend to report positively on the impact of these on their health.

Definition of wellbeing

The British Safety Council uses its simple working definition of wellbeing 'a description of an individual's ongoing state which enables a person to thrive or not'.

Our approach

We have chosen four pillars of underpinning outcomes and activities needed to achieve our goal. These are employers, regulation and Government policy, social change and cross industry wellbeing measures. Each pillar has a set of short (0-2 years), medium (2-5 years) and longer term (5 years plus) outcomes. These outcomes align with both the UK and UN Sustainable Development Goals (1,2,3,4,5,6,7,8,9,10,11,13,16,17) and the UN Global Compact (principles 4 and 6). We cannot be completely responsible or accountable for achieving our goal, as it is not fully within our own sphere of control but relies on many actors playing their part.

Regulation and Government policy

Based on our resources, we have determined we will need to work with Government, policy makers and regulators, employers, business representative groups, other industry and professional bodies in the health, safety and wellbeing sectors and develop other partnerships to amplify our influencing.

Employers

We can provide guidance and assistance for employers and employees on workplace wellbeing, including education, training and wellbeing auditing. We will also provide case studies on the benefits of wellbeing for employers along with agreed industry metrics for measuring and benchmarking performance (aided by improved data collection), which in the longer term will form part of an organisation's annual Environmental, Social, and Governance (ESG) audit. These tools will also aid our wider influencing work. Additionally, we will create awards for wellbeing that recognise exemplars.

In this way, we will demonstrate our authority on workplace wellbeing and set out the evidence and justification for investment by employers and recognise those who have invested and the commercial outcomes it delivered – the so-called carrot. However, there still needs to be a stick to help drive employer engagement and behaviour on wellbeing. This will be provided by a strong legal framework that has a focus on prevention, with a regulator in place that will consistently enforce these requirements. This should lead to employers embedding and normalising wellbeing in the workplace and enhance their understanding of the legislation. To support this, we will make the case for a National Workplace Wellbeing Strategy to provide a framework for and a guide to investment in wellbeing and a Government 'wellbeing premium' paid to SMEs to support delivery of their wellbeing strategies.

Social change

We are seeking social change as a vehicle to achieve our goal. We want society to accord a higher value to wellbeing. This will require behavioural change and a change in the national cultural mindset. To support this change, we will use disruptive campaign work (in part by forming partnerships with industry groups/ charities, and running joint promotions), publish good practice insights and research, provide case studies for influencing and support employers to improve communication, signposting and access to wellbeing interventions. The drive for change will be reinforced by employers seeing a positive commercial outcome and recognition of their workplace wellbeing strategies and interventions, more employee education with employees attending British Safety Council health, safety and wellbeing education and training.

Cross industry wellbeing measures

To measure progress in both the achievement of our goal and the underlying outcomes needed, we have agreed a set of metrics by which we will monitor our success. These are a mix of absolute, relative and proxy indicators either provided in-house, by Government or external national wellbeing surveys. Not all indicators will be relevant for the full life of the campaign but rather the duration/ timescale for the outcome they are associated with, e.g. appointment of a British Safety Council Executive Director responsible for wellbeing is a short term outcome once achieved will no longer be measured. Whereas metrics that are measured by Britain's Healthiest Workplace survey will be monitored over the life of the campaign.

Workers are thriving

To ensure employers are equipped to enable workers to thrive

LONG TERM OUTCOMES (5 YEARS+)

Employers (incl. self employed) have effective wellbeing strategies in place

Employers understand and meet legislative requirements

Strong policies, procedures and implementation plans in place. Audited as part of ESG

Embed and normalise approach

Regulations & Govt policy support wellbeing

Regulator in place with consistent enforcement

Strong wellbeing legal framework in place

Cross industry wellbeing measures defined & agreed

Publishing findings (link into other pillars - influence)

BSC awards recognise exemplars

Social change

Society wellbeing comes first

Improved communication, signposting and access to wellbeing interventions

MEDIUM TERM OUTCOMES (2-5 YEARS)

Employers (incl. self employed) have effective wellbeing strategies in place

Employers walking the talk and consulting workforce about policies & procedures (how we work)

Holistic approach taken and support for employees in place

Work/life balance created

Further wellbeing commercial services development by BSC & others

Regulations & Govt policy support wellbeing

Strong Govt focus on prevention activities

Support model in place for self employed, fixed term & zero hour contracts

Support structures in place – incentives / benefits

National workplace wellbeing strategy

Public procurement guidance for suppliers to report on wellbeing

Cross industry wellbeing measures defined & agreed

Major employer buy-in

Equipping employers with the tools to measure wellbeing effectively & consistently

Validated assessment scales and benchmarks defined

Social change

Employers seeing a positive commercial outcome and recognition

Improved communication, signposting & access to wellbeing intervention

SHORT TERM OUTCOMES (0-2 YEARS)

Employers (incl. self employed) have effective wellbeing strategies in place

BSC Exec Director responsible for wellbeing

BWT supporters carrying out 5 Star HSW audits

Employers and leaders equipped with education

Employers become supporters of BWT and decide to invest

Regulations & Govt policy support wellbeing

MP support / partnerships explored

Partnerships developed to aid influencing

Cross industry wellbeing measures defined & agreed

Facilitate the definition of measures

Improved data collection

Social change

Employee education

Case studies available for influencing

Employees attending BSC HSW education & training

Partnerships with industry groups/ charities in place – joint promos

Workers are thriving

To ensure employers are equipped to enable workers to thrive

ASSUMPTIONS

- All workers want to thrive and have good work
- Few employers do wellbeing properly
- Supporting the health and wellbeing of employees, protects the long-term health of a business - increases performance, productivity and profitability and can further help with retaining staff
- Workplace wellbeing initiatives can reduce costs associated with absenteeism, presenteeism and disability
- The importance of the physical and mental health and wellbeing of working age people is insufficiently recognised in our society
- Early intervention helps prevent short-term absence from progressing into long-term sickness absence
- Stress can cause poor health, lower productivity, increased accident and sickness absence rates
- Employer wellbeing programmes are poorly communicated to staff
- Employee awareness about workplace health interventions offered by their organisations is low
- Employees that use workplace health interventions tend to report positively on the impact of these on their health

ACTIVITY

Employers (incl. self employed) have effective wellbeing strategies in place

- Sell concept into staff & trustees
- Start to embed BWT policies & practices into BSC
- Roadmap of expected outcomes & achievements defined
- Wellbeing commercial services developed
- BSC marketing support

Regulations & Govt policy support wellbeing

- Lobby government for legislative changes
- Disruptive campaign work
- Publish good practice insights & research
- MP support / partnerships explored
- Roundtables & other Westminster focused events

Social change

- Disruptive campaign work
- Publish good practice insights & research
- Use of BSC online / offline marketing channels

Cross industry wellbeing measures defined & agreed

- Review current research and finding to find the evidence that it works (include employer input)

Pillar	Outcomes	Measure	Source
	Short term (0-2 years)		
Social change	Case studies available for influencing	Case studies available and in use in campaign activities	Inhouse
Social change	Employees attending BSC HSW education & training	The number of customers that carry out BSC wellbeing training modules (end 2022)	Inhouse
Regs/Govt	MP support / partnerships explored/ developed to aid influencing	Sufficient and relevant partnerships in place for specific areas of wellbeing, required to give credibility as well as help with campaigning work (end 2022)	Inhouse
Metrics	Facilitate the definition of measures	Agreement reached with partners and major employers on key wellbeing measures (end 2022)	Inhouse
Employers	BWT supporters carrying out 5 star HSW audits	The number of BWT supporters that carry out BSC 5 star health & wellbeing audits (end 2022)	Inhouse
Employers	Employers become supporters of BWT and decide to invest	The number of BWT supporters in place (end 2022)	Inhouse
	Medium term (2-5 years)		
Social change	Employers seeing positive commercial outcome and recognition	75% of BWT supporters report seeing positive commercial outcome (end 2025)	Inhouse
Metrics	Major employer buy-in	60% of larger UK businesses have wellbeing strategies in place (end 2025)	Britain's Healthiest Workplace survey
Metrics	Equipping employers with the tools to measure wellbeing effectively & consistently	The number of UK business that take part in BSC wellbeing courses/ BWT	Inhouse
Metrics	Validated assessment scales and benchmarks defined	Common assessment scales agreed and adopted by industry bodies, businesses and the regulator with definitions for overall performance in terms of good/adequate/poor	Inhouse
Regs/Govt	Support model in place for self employed, fixed term & zero hour contracts	Government put in place support model for vulnerable classes of jobs (2023)	Govt stats
		50% of UK SMEs have wellbeing strategies in place (end 2025)	Britain's Healthiest Workplace survey
Regs/Govt	Support structures in place – incentives/ benefits	Government provide assistance to SMEs to put in place wellbeing strategies (2023)	Govt stats
		Government roll out of wellbeing incentive for SMEs throughout UK (2023)	Govt stats
Regs/Govt	National workplace wellbeing strategy	Govt deliver same (end 2023)	Govt stats
Regs/Govt	Public procurement guidance for suppliers to report on wellbeing	Govt make this a requirement (end 2025)	Govt stats
	Long term (5 years +)		
Metrics	Publishing findings	Publish measurement/ benchmarking findings (2025)	Inhouse
Metrics	BSC awards recognise exemplars	The number of applicants by 2025 for Shield Award	Inhouse
Social	Society wellbeing comes first	Progress towards meeting the UK SDGs	Govt stats
Regs/Govt	Regulator in place with consistent enforcement	Regulator set up or responsibilities for wellbeing incorporated within existing regulator	Govt stats
		Evidence of action being taken by regulator when organisations don't comply	Govt stats
Regs/Govt	Strong wellbeing legal framework in place	New regulations in place specifically focused on wellbeing related areas and requiring organisations to have wellbeing strategies in place or existing regulations updated to incorporate same	Govt stats
	Goals		
	All UK workers are thriving	60% of UK workers defined as thriving using formal Government scales	Govt stats
	All workers are thriving	Work started on broader international wellbeing campaigning	Inhouse/ UK SDGs