

SKILLS, HEALTH AND WELLBEING TOOLKIT • HEALTHY PEOPLE = HEALTHY PROFITS



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About the Skills, Health and Wellbeing Toolkit

This Toolkit provides practical guidance for promoting learning and development in companies as part of an integrated health and wellbeing programme.

Created by employers for employers, this unique resource draws on the collective experience and expertise of the Skills, Health and Wellbeing Steering Group -

Boots

RWE npower

Carpentry Management Contracting (CMC) Ltd.

Department of Health

Eversheds

Investors in People UK

Royal Mail Group

RWE npower

Synergy4Skills

NHS Tower Hamlets

and Tribal Group, who served as chair - with additional support from Business in the Community.

The Toolkit has been designed to be used in conjunction with the Towers Perrin Healthy Workplace Action Pack and includes:

- o The business case for promoting learning and development among employees;

- o Examples of best practice and lessons learned from companies;

- o A 12-step model for planning, executing, reviewing and updating your own Skills initiative;

- o Additional resources and information.

This Toolkit includes research, case studies and suggested actions which employers can take to promote health and wellbeing by offering learning and development opportunities in the workplace, including:

- Enhancing individuals' capacity to manage their own health and access health services, aided by basic literacy and numeracy skills;

- Health awareness and behaviour change programmes focusing on physical activity, nutrition and other issues;

- Promoting acquisition of higher level skills which enhance opportunities to engage in 'good

work' - characterised by employment security, task variety, autonomy, fair treatment and reward for effort, strong workplace relationships and effective development and use of skills (Coats and Lehki, 2008);

- Promoting development of personal and social competencies (emotional intelligence) which enhance resilience.

Building on the Government's Mental Capital and Wellbeing Project Final Report (2008), the Steering Group has recommended five simple actions that employers of all sizes and sectors can take to promote wellbeing at work:

- Foster a sense of community;

- Get people moving;

- Nurture sensitivity to the environment;

- Promote learning and development;

- Encourage generosity at work.

If you would like more information about this Toolkit or about promoting health and wellbeing in your organisation, contact the Business Action on Health team on 020 7566 6610 or email health@bitc.org.uk.

Facts about skills development, employee and organisational health

Organisations that invest in staff development save money, improve staff motivation and increase employee retention.

Nurturing Talent Report (Cranfield School of Management, 2008)

Despite nearly one in six UK managers citing inadequate management and workforce training as being key barriers to improving productivity, UK companies are spending just 7 quarter days a year training staff.

Global Productivity Report, Proudfoot Consulting, December 2008

In the UK the qualifications improvements of the last 10 years has added between £30-50 billion to GDP and created around 200,000 jobs.

Skills for Business: Sector Skills Development Agency (February 2008)

Good work and employee engagement: the untapped opportunity

Research by Gallup reveals that employees who are engaged with their work exhibit lower turnover, higher sales growth, better productivity, better customer loyalty and other manifestations of superior performance. The more engaged employees are, the greater their belief that they make a measurable contribution to customer satisfaction, product or service quality and cost effectiveness.

**Employee Engagement:
The Employee Side of the
HumanSigma Equation**
Gallup.com

54% of fully engaged employees say they have no plans to leave their organisation, compared to just 13% of disengaged employees. Research by Towers Perrin-ISR has proved that there is a link between employee engagement and financial performance. Organisations with high levels of employee engagement outperformed those with below average levels of employee engagement on measures of operating income, net income growth and earnings per share.

The Business Benefits of Employee Engagement
People and Organisations @ Work, British Psychological Society

Despite general anxiety about the state of the economy and its impact on jobs, organisations with the highest levels of employee engagement are least likely to have worried workforces. Only 37% of employees in three star accredited companies (the top award for engagement) are worried about the impact of the current economic climate on their organisation's future. This rises to two-thirds of staff in companies that didn't achieve accreditation and slightly more than half of employees at one star companies.

Sunday Times 2009 Best Companies to Work For Survey

While employee engagement produces tangible business benefits, organisations are failing to invest in developing workplace environments which engage their employees, promote their emotional resilience and enhance performance.

Only 14% of employees in the UK (compared with a 21% global average) are fully engaged in their work.

Towers Perrin 2007 Global Workforce Survey

Six million workers (24% or one in four of the UK workforce) are not satisfied with their job - and almost one in three (30%) do not feel engaged by their employer. What do workers want? An agenda for the workplace from the workplace

TUC, September 2008

While 86% of employees believe their performance is linked to their mood, almost a third (32%) admit they are not happy at work, with 42% reporting that they do not receive enough recognition from their manager.

Mood and Emotion at Work
Pearn Kandola, June 2006

Learning to build a healthy workforce



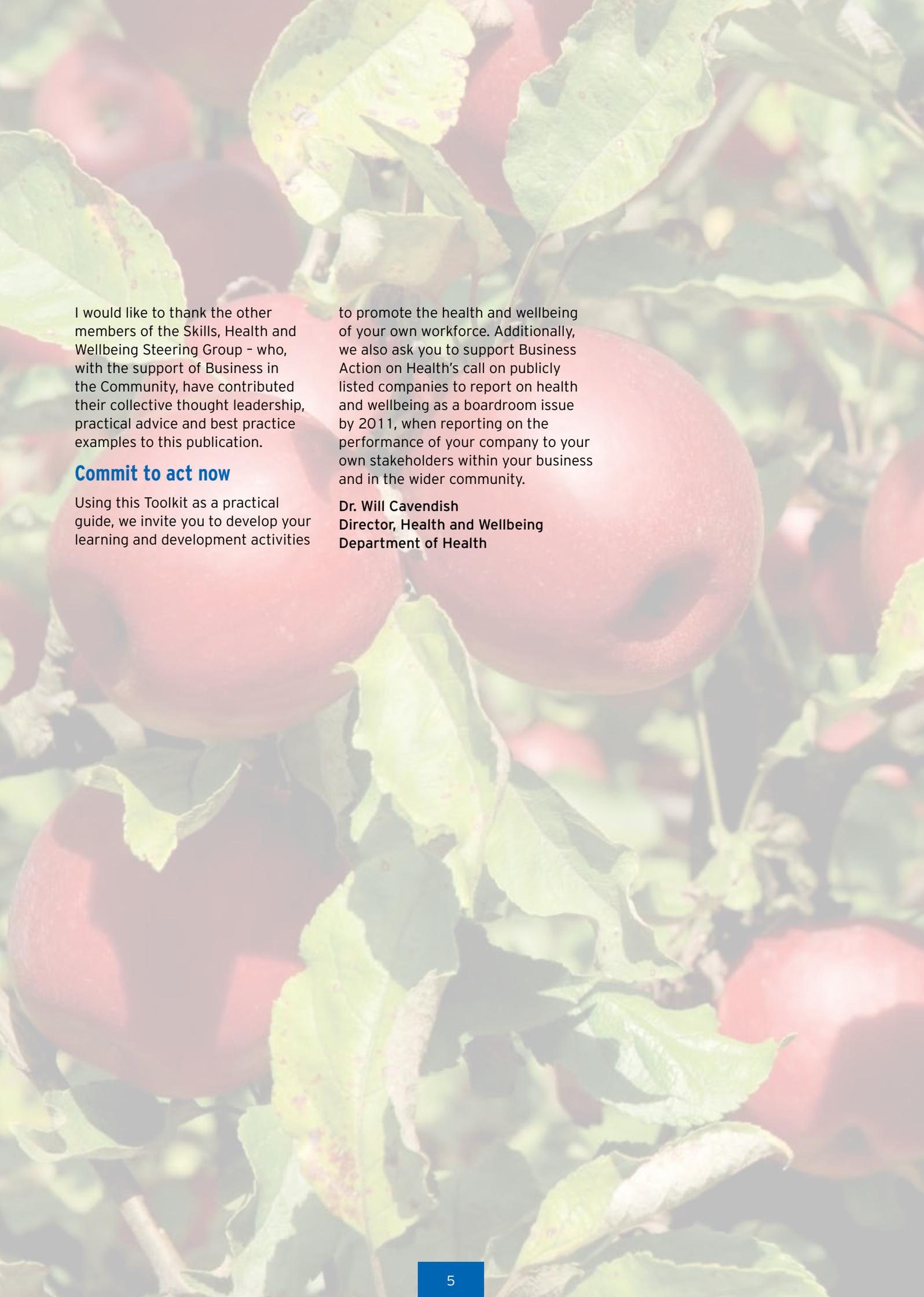
Dr. Will Cavendish,
Director, Health and Wellbeing
Department of Health

Dame Carol Black's Review of the health of the working age population, *Working for a healthier tomorrow*, published in March 2008, identified business as a key potential partner in promoting adult health and wellbeing across Britain. Most adults spend a substantial proportion of their daily lives in the workplace and therefore employers can play a vital role in promoting the physical and mental health of their employees. This means improving the health of people at work as well as enabling those with health problems to stay at work and helping those not in work to enter or return to work more quickly.

Employers who promote learning and development help to improve the health of working age people and reduce health inequalities across society in a number of important ways:

- Enhancing/Improving literacy, numeracy and language skills improves 'health literacy,' enabling people to get access to the health-related information and services they need;
- Developing the skills of all employees improves their ability to function in society, as well as the workplace, which enhances the health and wellbeing of people in the communities where businesses operate and recruit;
- Employers operating in socio-economically deprived areas or who employ a significant number of low-skilled workers contribute to the health and wellbeing of those disadvantaged communities and individuals.

To help employers promote skills development as part of an integrated health and wellbeing programme, Business in the Community's Business Action on Health campaign convened a Skills, Health and Wellbeing Steering Group to create this Toolkit. This complements other practical tools developed by Business in the Community's network of businesses to help companies develop, manage and measure integrated health and wellbeing programmes.



I would like to thank the other members of the Skills, Health and Wellbeing Steering Group – who, with the support of Business in the Community, have contributed their collective thought leadership, practical advice and best practice examples to this publication.

Commit to act now

Using this Toolkit as a practical guide, we invite you to develop your learning and development activities

to promote the health and wellbeing of your own workforce. Additionally, we also ask you to support Business Action on Health's call on publicly listed companies to report on health and wellbeing as a boardroom issue by 2011, when reporting on the performance of your company to your own stakeholders within your business and in the wider community.

Dr. Will Cavendish
Director, Health and Wellbeing
Department of Health

Good work means good business



Barry Brooks
Director for Education and Skills Strategy
Tribal Group

The Tribal Group is delighted to support the publication of this Skills, Health and Wellbeing Toolkit for employers as part of Business in the Community's Business Action on Health Campaign.

Supporting people to stay well is increasingly recognised as a critical element of workforce planning in the UK. There is evidence to suggest that as businesses seek to maximise the productivity of those in work during the economic downturn, this will lead to higher levels of employee stress and increased demand for health services. We believe that the Business Action on Health campaign being promoted by Business in the Community will support the health of the country's workforce by improving recognition that supporting people to stay well and improving their health literacy will reduce demand on health services as a whole.

The workplace is an important arena for promoting the health of working age people across the UK. Over 175 million working days are lost to illness each year, costing employers over £13 billion.

Improving the health of the working age population is vitally important for everyone if, as a nation, we are to secure higher economic growth and increased social justice. Employers have a significant opportunity to make a difference - it is employers who have the opportunity to create work environments in which people can develop the skills, physical and mental health and confidence that enable them not just to achieve success at work but to become the authors of their own lives.

Organisations that promote 'good work' - which provides employees with the opportunities to develop the skills they need to do their jobs as well as employment security, a sense of autonomy, fairness, camaraderie and equitable rewards for their efforts - are more likely to reap the benefits of a healthier, more engaged, committed and productive workforce. Good work is not only good for the health of employees but also enhances the health of organisations, whether they operate in the private, public or voluntary sector. Skills development plays a key role in promoting the health of individuals, organisations and the nation as a whole as it promotes confidence alongside increasing capability.

Work which is appropriate to an individual's knowledge, skills and circumstances and undertaken in a safe, healthy and supportive working environment, promotes good physical and mental health, helps to prevent ill health and can play an active part in helping people recover from illness. Good work also rewards the individual with a greater sense of self-worth and has beneficial effects on social functioning.

Healthcare Professionals' Consensus Statement (March 2008)

At Tribal we play a role in improving learning and skills across the UK as part of our ongoing remit to improve the delivery and impact of public services. We know that to achieve the vision of World Class Skills - to make the UK a world leader in skills by 2020 - requires us to develop a culture and environment that encourages and nurtures the development of the creativity, skills and talent, of everyone across the UK. We are firmly committed to supporting the challenge of improving health and wellbeing for all and are proud to be the leading provider of integrated education and health services in the UK.

We endeavour to practise what we preach at Tribal and are a continuously learning organisation, recognising how we can learn from and share best practice from across the UK as well as from our overseas partners. We also firmly support the continuing professional and health development of all of our staff, recognising the diversity of needs within any organisation. We believe that there is no one-size-fits-all solution and that any solution should be tailored for organisations and the individuals within that organisation. We also recognise that there is much to learn from existing best practice, especially from using evidence-based health management.

This Toolkit does just that - it draws together the diverse practical skills, expertise and experiences of our Steering Group - in developing a 'good work' culture. Because we recognise that every organisation's journey is unique, the Toolkit is meant to inspire, rather than prescribe, action by others.

We trust that other employers will use the case studies, research and

other resources in this Toolkit to promote skills development in their own organisations to improve the health of their business, as well as their employees.

Barry Brooks
Director for Education and Skills Strategy, Tribal Group



Employers who invest in promoting health and wellbeing at work help to reduce health inequalities in the communities where they operate and build a society in which everyone flourishes.

Developing skills to improve health and business performance



Alex Gourlay - Chief Executive of the Health & Beauty Division, Alliance Boots.
Chairman, Business Action on Health Campaign.

Why this Toolkit is needed: helping employers promote workplace health

A growing number of companies are recognising that there is a robust business case for investing in the general health and wellbeing of their workforce. We are now at a 'tipping point' on this issue, as evidenced by the sharp increase in FTSE 100 companies reporting on health and wellbeing (81% in 2008, up from 68% in 2007) as well as international research by Buck Consultants (November 2008) revealing that 34.5% of UK employers have begun implementing a health promotion and wellness strategy, while another 16.4% of employers have already fully done so.

While nearly two-thirds (64%) of businesses agree that employee wellbeing has a direct impact on workforce productivity levels, according to Norwich Union Healthcare's January 2008 'Health of the Workplace' report, 24% are failing to invest in the wellbeing of their staff because of insufficient access to relevant occupational health information.

To bridge this 'guidance gap', Business in the Community launched the Business Action on Health campaign in October 2007 to help companies promote health and wellbeing in their organisations for the benefit of their businesses as well as their people. We are working in partnership with Government to raise awareness of the business case for investing in employee health and provide practical guidance to employers in developing, managing and measuring the impact of health and wellbeing programmes.

The importance of skills to health and wellbeing

Skills development has not traditionally been regarded as an element of the health and wellbeing agenda. However, the 2006 Leitch Review highlighted clear links between skills and health as well as other social outcomes, such as crime and social cohesion. Research by the Work Foundation suggests that as the nature of work becomes more knowledge-intensive, workers need to be better equipped with skills if they are to cope with the periods of intense pressure which accompany working in a rapidly-changing economic environment. Skills development opportunities,

job variety, autonomy and task discretion, equitable reward for effort, employment security and fairness are all features of 'good work' which enhances the physical and mental health of employees and ultimately the health of the organisations that employ them.

About the Skills, Health and Wellbeing Toolkit

Building on the 12-step framework developed for our *Towers Perrin Healthy Workplace Action Pack*, this Skills, Health and Wellbeing Toolkit has been produced with the support of the Department of Health to supplement the Action Pack with more in-depth information on promoting Skills among employees. This guide provides a flexible framework for action and can therefore be used by companies of any size, ranging from small and medium-sized businesses to large organisations.

We appreciate the work by Tribal Group and the other members of our Skills, Health and Wellbeing Steering Group - to produce this Toolkit. The examples of action they and others have provided illustrate that even relatively simple interventions incurring minimal cost can have a significant impact. It is therefore worthwhile for all companies, regardless of their size, to consider investing in the health and wellbeing of their employees for the benefit of their business as well as the workforce.

To be effective, this Toolkit should be used in conjunction with the *Healthy Workplace Action Pack*, not as a standalone module. We have



Working as a team to achieve a shared purpose can enhance mental and physical health

learned that rather than undertaking piecemeal initiatives, adopting a holistic approach which integrates health and wellbeing into overall business strategy is most likely to produce measurable business benefits.

Call to action: the Healthy Workplace Commitment

Once your company has embarked on the journey to better health and wellbeing, we ask you to commit to reporting on the health of your employees, using those indicators which are most relevant to your business. Our goal is to ensure that 75% of FTSE 100 companies are reporting publicly on employee health and wellbeing as a boardroom issue by 2011. Please join in

working to achieve this goal. You can learn more about the Healthy Workplace Commitment and how you can achieve it from Business in the Community's *Business Action on Health* website (www.bitc.org.uk/commit).

Alex Gourlay
Chief Executive of the Health & Beauty Division, Alliance Boots.
Chairman, Business Action on Health Campaign.

Why learning is important to health and wellbeing

While it is clear that unemployment has a corrosive effect on physical and mental health, there is equally strong evidence to show that a good job is better than a bad job. If we care about the capabilities of individuals to choose a life that they value then we should care about job quality.

'Good Work': Job Quality in a Changing Economy, The Work Foundation, September 2008

Learning and wellbeing in the changing landscape of work

Writing about wellbeing and work in the Foresight Mental Capital and Wellbeing final project report, Dewe and Kompier (2008) have highlighted how factors associated with the changing landscape of work - including globalisation, managerial competence, changing careers, the introduction of new technology and the shift of developed economies from manufacturing to services and knowledge - are having a profound impact on wellbeing in the workplace.

Specifically, the growth of the service economy and the increase in knowledge-based services as a proportion of exports influence critical issues that strongly affect wellbeing, such as work security, the intensification of work, work-life balance and stress . . . the shift to services has also increased the emotional content of work as employees interact more with clients and the public. Several of these factors interact with poor health and wellbeing in a vicious circle - with both employers and employees losing out.

The demographic profile of the workforce is also changing.

- Women now fill 70% of jobs in service industries. The employment rate of mothers with dependent children has risen from 57% in 1990 to 65% in 2000;
- By 2020, the number of people working beyond 65 is expected to increase by about 33% compared with 2005;
- In the case of younger workers, changing aspirations and expectations are creating a generation gap;
- There are also increasing numbers of immigrant workers, many of whom are filling skills shortages in critical sectors such as healthcare.

Overall, the key challenge is 'to balance the relentless demands for increased competitiveness in a changing world with the needs of the workforce to adapt to change, to cope with increasing pressures, but also to flourish'. Now, more than ever, learning and development is critical to the survival of individuals, businesses and economies.

The importance of 'good work'

In response to these fundamental changes in the nature of work, a growing number of companies are working proactively to promote the physical and mental health of their employees through health and wellbeing programmes. They

have recognised that focusing on promoting health, in contrast to the traditional Occupational Health approach of reducing illness, produces a wide range of business benefits, including greater employee engagement and productivity, enhanced corporate and product brand reputation as well as reduced costs from sickness-related absenteeism, recruitment and retention.

While work is better for health than unemployment, good work is even better.

According to a Work Foundation report by Coats and Lehki (September 2008) 'good work' is characterised by the following features:

- Employment security;
- Work that is not characterised by monotony and repetition;
- Autonomy, control and task discretion;
- A balance between the efforts workers make and the rewards that they receive;
- Whether the workers have the skills they need to cope with periods of intense pressure;
- Observance of the basic principles of procedural justice;
- Strong workplace relationships (social capital).



Good work provides opportunities to develop and fulfil potential

Learning promotes health and wellbeing by providing individuals with a sense of control and purpose, motivation, autonomy and self-direction - all elements of 'good work'. The Government's Foresight Report, Mental Capital and Wellbeing (2008) highlights the benefits of both formal and informal learning through life.

How learning addresses health inequalities in the wider community

Companies do not exist in a vacuum; they are integrated with the communities where they operate. Similarly, employees have lives and relationships which extend beyond the workplace to encompass home and family responsibilities as well as the communities where they

live. Employers therefore need to understand these wider domains if they are to support employees in managing their health and wellbeing effectively.

A recent DIUS White Paper (The Learning Revolution, March 2009) is explicit about the positive impact of informal learning on the health and wellbeing of communities:

[Informal learning] also contributes to the health and wellbeing of communities by building the confidence and resilience of the individuals involved. The social relationships that develop as a result of this informal learning can provide networks of support and solidarity. For the low-skilled and under-confident, informal learning can be an important stepping stone to further learning and a more skilled future.

At a societal level, investment in skills development is essential to ensure the health of nations in an increasingly uncertain global economy. In Innovation Nation, the 2006 Department for Innovation, Universities and Skills White Paper, raising the UK's skill levels to those recommended in the 2004 Leitch Review is seen as imperative in creating an environment where innovative businesses, individuals and organisations can flourish.

According to Professor Mike Campbell, Director of Development, Sector Skills Development Agency, the UK qualifications improvement of the last 10 years has added:

- Between £30 - £50 billion to GDP;
- 2% points to Gross Value Added (GVA) per worker;
- Around 200,000 jobs.

In the UK the 'Leitch' dividend is likely to realise:

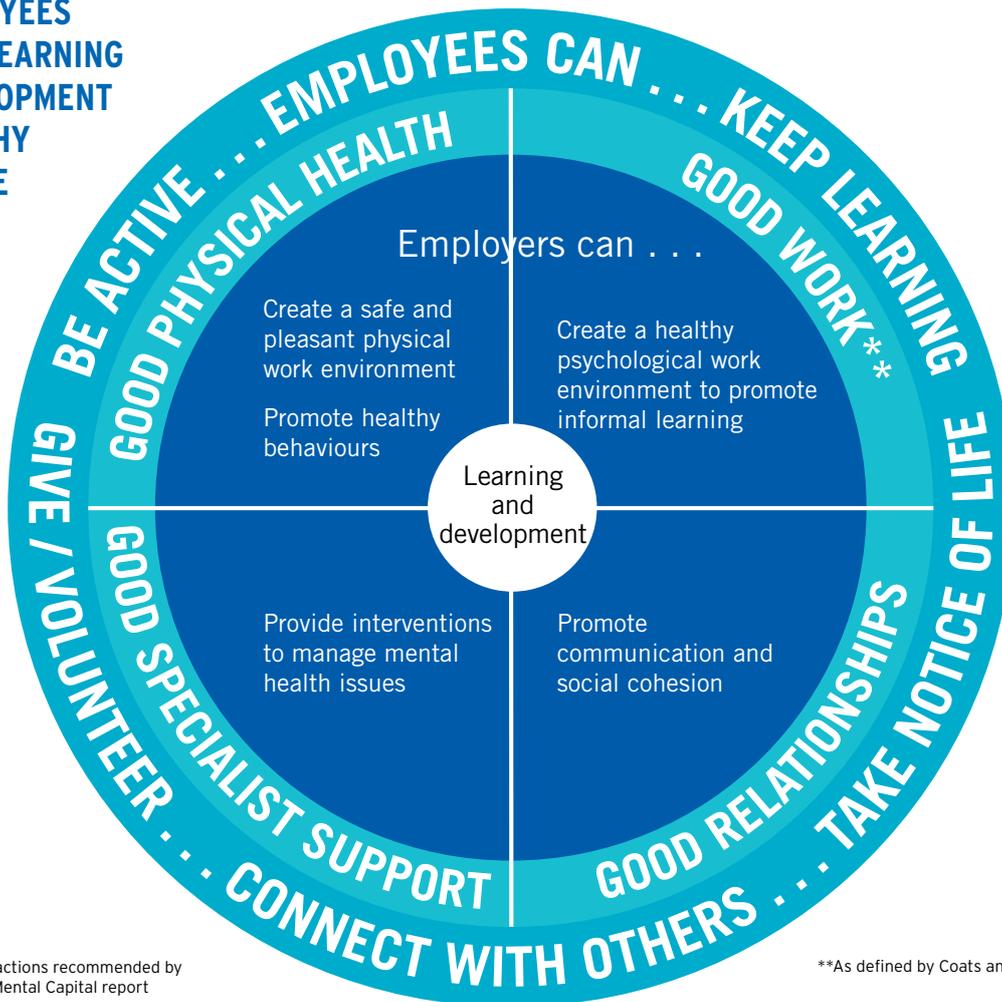
- Around £80 billion net to Gross Domestic Product (GDP);
- 15% increase in the rate of productivity growth - around £1800 per worker;

- 10% increase in the rate of employment growth - around 200,000 jobs.

By promoting employee learning and development - as well as working in partnership with other organisations to address social and economic

problems as part of a wider corporate responsibility agenda - employers can play an important role in promoting the health of their local communities, thereby building the goodwill and trust needed to run their businesses effectively.

HOW EMPLOYERS AND EMPLOYEES PROMOTE LEARNING AND DEVELOPMENT IN A HEALTHY WORKPLACE



■ Employee actions recommended by Foresight Mental Capital report

■ Employer actions - recommended by Emotional Resilience Steering Group

**As defined by Coats and Lehki (September 2008)

WHAT'S IN A HEALTHY WORKPLACE?



Good physical health

- Create a safe and pleasant physical work environment
- Promote healthy behaviours
- Mental activity and self-esteem
- Healthy eating
- Physical activity
- Smoking cessation
- Sensible drinking



Good work

- Create a healthy psychologically work environment to promote informal learning
- Management style and organisational culture
- Employment security
- Job design: task variety and challenge
- Skills available to cope with pressure
- Autonomy, control and task discretion
- Fair treatment (procedural justice)
- Balance between effort and reward
- Flexible working arrangements



Good specialist support

- Support health and wellbeing with formal learning and other interventions
- Occupational health
- Human resources
- Employee assistance programme/ counselling
- Training and development
- Basic skills: literacy, numeracy, Information and Communication Technology (ICT)
- Emotional intelligence: Personal and social competences
- Career management
- Higher level skills for work
- Health management skills



Good relationships

- Promote communication and social cohesion
- Line Manager
- Team Colleagues
- Support networks
- Family
- Friends

Promoting learning and development in a healthy workplace

By promoting learning and development at work, employers can:

- Enable employees to access vital health information and services more effectively;
- Help employees function more effectively at work and in society;
- Contribute to the health and wellbeing of disadvantaged communities where they operate.

By helping employees to develop their skills and competencies, employers therefore have an important role to play in promoting the health of their employees, their businesses and the communities which are vital to their success.

The diagrams shown on pages 12 and 13 capture the range of influences which the Skills, Health and Wellbeing Steering Group believe can support learning and development and also suggests actions which employers can take to create a healthy workplace which supports its development. These include:

- Promoting good physical health by:
 - Providing a physically safe working environment with optimal air quality, temperature, noise, lighting and layout of work spaces;

- Promoting healthy behaviours such as healthy eating, physical activity, smoking cessation, sensible drinking and avoidance of drug misuse;

- Providing good specialist support to support learning and development. Practitioners working in human resources, occupational health, employee assistance programme/counselling providers and particularly providers of formal training can all play a role in promoting learning and development in teams;
- Creating a healthy psychological environment for 'good work' which promotes informal learning;
- Promoting communication and social cohesion to support good relationships in the workplace, particularly among colleagues in teams and between line managers and employees. Relationships outside work can also be supported through flexible working practices which allow employees to spend time with friends and family. Good relationships - at work and at home - provide the "social capital" which individuals need to maintain mental health.

Inasmuch as individuals need to take an active role in managing their own learning and development, five actions suggested by the Government's Foresight Report on mental capital (Mental Capital and Wellbeing Project, 2008) have also been included.

Promoting learning and development to 'survive and thrive' during recession

The advent of global economic recession has precipitated a wide range of impacts on the wellbeing of the workforce as well as behaviour by employers. While the long-term consequences are not yet known, commentators have reported a number of short-to medium-term effects, including cutbacks in training. Training budgets have been reduced by one third of companies and just over a third expect budgets to be reduced next year, according to the annual CIPD Learning and Development Survey (April 2009). However, 70% of the 900 firms responding to the survey said learning and development remained a high priority, regardless of their financial situation. Similarly, a business continuity survey by the Chartered Management Institute (Woodman and Kumar, 2009) shows that business leaders across the UK are concerned about four key issues: rising business costs; low levels of credit; the impact of employee disputes; and low skills levels.

These trends suggest that with the advent of recession, learning and development - a key element of 'good work', central to a healthy workplace - has been put at risk in many businesses at the very time that employers have recognised that they should be investing in the learning and development of their workforce to ensure long-term organisational sustainability.





Promoting basic health literacy ensures employees enjoy good physical, as well as mental, health

While it may seem paradoxical to advocate 'good work' during recession - when the quantity of work available, rather than its quality, should be a priority - Coats (2009) argues that this market fundamentalist view needs to be rejected:

'Good work' is just as relevant in recessionary times as during a boom: the objectives of the employment relationship do not change; employers are under the same pressures to achieve high performance by recruiting, motivating and retaining the best people; and employees have the same legitimate expectation that they will be treated fairly by their employers.

Coats frames his argument in ethical terms:

Just as we are unwilling to abandon democracy or forgo our human rights in the interests of economic efficiency, so should we be unwilling to abandon our commitment to good work during a period of economic contraction.

But he also advocates 'good work' on practical grounds:

Once an employee has gone home with a redundancy cheque in their hand they have gone for good. When the economy begins to grow again the employer will find that they are faced with the significant costs of recruiting, training and closely monitoring the performance of new employees. Inevitably it will take some time for these employees to become fully productive and the employer will have to tolerate somewhat lower output than would otherwise have been the case. Redundancy can therefore prove to be an easy and a costly option.

Companies that recognise the value of maintaining and developing good work, good physical health, good workplace relationships and providing employees with good specialist support will reap the benefits of a more emotionally resilient, loyal and productive workforce.

As the *Mental Capital* report suggests, employee community volunteering can promote employee wellbeing. Business in the Community has also established that employee volunteering develops the skills of the workforce and its Volunteering Plus programme has established a framework which recognises and accredits the work of volunteers. Companies wishing to develop the skills of their employees through volunteering should visit the Business in the Community Cares campaign website (www.bitc.org.uk/cares/).

Forward-thinking companies that find creative ways such as these to transform adversity into opportunity will "survive and thrive" during, as well as after, recession.

The business case for promoting skills for health

Effective training can reduce staff turnover and absenteeism, improve motivation, increase productivity, help boost and improve customer satisfaction. By focusing resources on nurturing existing talent, organisations can ensure they reap significant rewards.

Sarah Jones, Chief Executive, University for Industry (Ufi)

With training budgets arguably amongst the first to go in a recession, research demonstrates that growing your own is an effective way for organisations to obtain the skills they need while saving money.

Dr Emma Parry, Senior Research Fellow, Cranfield School of Management

The business case for skills development as part of a health and wellbeing programme

- Promoting learning improves the health of businesses as well as employees. As a result of investing in employee learning and development, many of the companies profiled here have enjoyed cost savings due to improved health and safety practices, lower accident rates, sickness-related absence levels, improved recruitment and retention rates, lower energy consumption and waste in production; increased sales; enhanced employee satisfaction, morale and engagement, performance quality and corporate reputation.
- Any business of any size in any sector can promote the resilience of their employees. Many simple interventions incurring little or no additional costs can have profound effects, as illustrated by the case studies from smaller organisations;

- Measurement is the key to success. Decide up front what success looks like and how you will measure it - either qualitatively or quantitatively - as the companies profiled here have done.

Now is the time to invest in skills

With companies facing unprecedented pressures to perform in the wake of the global economic downturn, investing in employees' health and wellbeing - including opportunities for skills development - is becoming more important than ever.

Leading edge businesses have recognised the particular importance of investing in skills development to ensuring the long-term sustainability of companies and communities. This consensus was documented in a 23 October 2008 letter signed jointly by Sir Michael Rake, Chair of the UK Commission on Employment and Skills; Mervyn Davies, Chair of Standard Chartered; Richard Lambert, Director General CBI; Sir Stuart Rose, Chair of Business in the Community; and Brendan Barber,

TUC General Secretary. The letter appeared in the UK's major national newspapers on 23 October 2008 and included this excerpt:

Now is precisely the time to keep investing in the skills and talents of our people. It is the people we employ who will get us through. When markets are shrinking and order books falling, it is their commitment, productivity and ability to add value that will keep us competitive . . . The skills of our people are our best guarantee of future prosperity - and the best investment a business can make in challenging times. We must not pay the price of failing to invest in the talent on which our future will be built.

Why learning and development is important to the health of people, business and society

Opportunities for personal development are an important feature of 'good work' (Coats and Lehki, 2008) which contributes to good health and, when absent from the work environment, can lead to ill-health (Working for a healthier tomorrow, 2008).

Good employee health, in turn, contributes to the health of the organisations that employ them. Some of the specific benefits of introducing health and wellbeing programmes have been documented by companies recognised as Big Tick winners in the Healthy Workplaces Award category of Business in the Community's Awards for Excellence. Measured health and financial outcomes include:

Improving	Reducing
Staff health and wellbeing	Stress
Staff engagement and satisfaction	Sickness absence rates
Staff recruitment and retention	Staff turnover
Productivity	Recruitment costs
Product and service quality	Agency cover costs
Brand image	Health-related employee benefits
Customer satisfaction and loyalty	Liability cover
	Litigation costs



Companies that provide learning and development opportunities for employees will be healthier and more productive



Companies undertake a diverse range of activities to cultivate the skills of their employees

Research by corporate governance watchdog Regnan and Goldman Sachs JBWere (October 2008) has found that companies with workplace health and safety systems outperformed the S&P/ASX 200 (the top 200 stocks listed on the Australian Securities Exchange) by 38.4%.

Case study research conducted by PwC for Dame Carol Black's Review found that investment in employees' health and wellbeing is being driven by several macro-level factors, including:

- an ageing and increasingly diversified workforce requiring greater employer support to remain productive at work;
- increasing levels of chronic disease in the general population;
- rising costs of ill-health in the workplace associated with increased absenteeism and reduced performance;

- external societal pressures such as growing expectations that employers will promote wellness programmes as a duty of corporate social responsibility; a need for employers to distinguish their offerings to attract recruits in an increasingly competitive labour market; and attempts by government to reduce public health expenditure.

The case studies shown here illustrate how employers investing in learning and development initiatives have improved the health of their organisations, as well as the wellbeing of their employees. The Claridge's Hotel and Ashley Associates case studies were compiled from information on the Investors in People UK website (<http://www.investorsinpeople.co.uk/Standard/Developingthestandard/health/Pages/HealthandWellbeingCaseStudies.aspx>). Other case studies were sourced from the Business in the Community website at http://www.bitc.org.uk/resources/case_studies/.

Claridge's Hotel

Since 1812, Claridge's Hotel has been the preferred hotel in London for Kings and Queens, Princes, Heads of State and Prime Ministers from across the globe. To maintain its legendary reputation, the hotel needs to attract and retain suitable staff who are able to cope with the challenges of working in the physically and mentally demanding hospitality sector.

What was done

Staff learning and development benefits included:

- A comprehensive English teaching programme to ensure people are able to communicate effectively with guests and to enable them to integrate into the British Culture more effectively;
- Ensuring night staff feel part of the Hotel by having quarterly night meetings, night time training and appraisals;
- A four-hour workshop on Health and Safety issues and a personal grooming kit for all new staff;
- A Developing Leaders course to ensure effective leadership and management across the Hotel.

This was complimented by other health and wellbeing benefits including:

- An Employee Assistance Programme;
- Emphasis on preventative health measures, such as ensuring staff have the correct footwear, advice on posture from Occupational Health nurses;
- Healthy and vegetarian food prepared by the Head Chef in the staff restaurant;

- Corporate gym and jogging club';
- Flexible working options where this can be accommodated within individual roles;
- A range of awards to ensure staff feel valued and appreciated for the work they do;
- For pregnant women and new mothers, lighter working schedules, "Baby Baskets" and staff collections to pay for childcare vouchers.

Business benefits

- Low staff turnover (28% vs. industry norm of 60%);
- Low long term sickness rates;
- The ability to attract staff as an employer of choice;
- High staff satisfaction (88.3%, much higher than the industry norm);
- Increased staff awareness of the benefits that are available to them.

DHL Aviation (UK)

DHL Aviation (UK) Ltd, part of the Deutsche Post World Net Group, imports and exports shipments on behalf of customers in the UK.

Job roles within the organisation are predominantly manual with customs clearance processing requiring some IT skills. Concerns over the ability to attract, retain and train employees prompted the Senior Management Team to explore ways of improving performance. Initial discussions with staff at all levels identified problems with literacy and numeracy as a significant issue.

What was done

DHL introduced an innovative Skills for Life programme to embed a culture of learning in the company.

- Literacy and numeracy requirements of all job roles were analysed and mapped to the relevant areas of the adult education curriculum;
- All internal communications were subjected to readability assessments to ensure staff could comprehend them;
- Staff were provided with paid time off to learn and highly individualised learning plans;
- A network of Workplace Learning Champions was established.

Business benefits

- The accident rate amongst learners was reduced to 50% below the Company average;
- The absenteeism rate amongst learners was reduced to 0.86%, (vs. the Company average of 5.3%), representing an annual saving of £120,000;
- Employee turnover fell significantly producing savings of £250,000;
- Productivity increased by 12%.

First UK Bus

FirstGroup Plc is the UK's largest surface transport company. The company operates one fifth of the UK's local bus services, with a fleet of some 9,000 buses. Employment recruitment, retention and motivation are the important strategic priorities for the organisation.

What was done?

- Working in partnership with the Transport and General Workers Union (TGWU), the Group developed training centres across the bus operating company network for its 25,000 First UK Bus employees;
- Over 40 learning centres were supported by around 100 trade union learner representatives;
- The Government Skills Pledge was signed by CEO, Moir Lockhead, demonstrating FirstGroup plc's commitment to skills development;
- Over 8,000 qualifications have been delivered in literacy, numeracy and English for Speakers of Other Languages (ESOL);
- In 2007, 1,200 Level 2 NVQs were achieved with a target of over 2,000 set for 2008.

Business benefits

- Staff injuries decreased from 115 to 87 (per 1,000 employees) in 2006/7 and staff time from these injuries has decreased from 49 to 35 hours (per 1,000 employees);
- Vehicle collision rates decreased by 31% (2006/7);
- Further reduction in driver turnover, most significantly in London and Leeds, two cities where there has been significant growth in skills development.

Ford Motor Company

Ford Motor Company is the third largest car manufacturer in the world, producing in excess of 7 million vehicles annually and employing 13,000 individuals in the UK. International and technological competitiveness placed substantial pressure on the company to become as efficient as possible. The company's main aim was to drive competitive advantage through cost efficiency.

What was done?

Ford's Skills for Life strategy aimed to develop a skilled workforce committed to improving the business whilst maintaining employment opportunities now and for the future. A training programme piloted at its Dagenham Engine Plant in East London was rolled out nationally.

Employees took part in 1:1 coaching sessions and assessment with dedicated skills coaches, leading to national qualifications. These programmes enabled Ford to work with learning providers, policy makers and trade unions who understand the importance of business productivity and the skill-rich workforce on which it depends.

Business benefits

The Skills for Life programme was a significant contributory factor to Dagenham Engine Plant achieving the following improvements to key balance scorecard metrics during 2007:

- Safety improved, with a 65% reduction in lost time case rate and 92% reduction in accident severity rate;

- Morale was bolstered, with Ford's internal survey reporting a 22% increase in employee satisfaction and 70% of Dagenham Engine Plant employees claiming the training has improved both their performance at work and has encouraged them to continue learning;
- The plant has delivered an 33% increase in production volume;
- \$1.9 million was saved on labour and overhead budgets;
- The plant's environmental impact has lessened, with a 22% reported reduction in energy consumption (kwh/unit).

McDonald's Restaurants

McDonald's Restaurants invests on average £15 million in training and development in the UK each year and, in January 2008, won approval to offer courses which could form part of a qualification at the standard of A-levels or advanced Diplomas.

Features of McDonald's recruitment, learning and career development include the following:

- Employees are recruited on the basis of personal qualities, not qualifications, but are given opportunities to "shine in the workplace" and become shopfloor managers;
- A clear work structure requires young people to work hard but placing faith in employees boosts their self-confidence and desire to learn;
- An employee lifestyle website (www.ourlounge.co.uk) is used to change shifts, communicate with fellow workers as well as gain access to online learning programmes - used by 40,000 staff each week; 3,800 employees enrolled in online learning programmes;

- The apprenticeship scheme integrates key skills learned on the job (communication and organisation) and online learning (Maths and English); skills development is rewarded with stars, higher pay and a qualification equivalent of 5 GCSEs. Although Government funds apprenticeships for key target groups, McDonald's offers the opportunity to all staff and funds the balance of costs. Tutors respond to questions within 24 hours and provide additional support for employees with special needs (e.g. people with dyslexia);
- Management development has a clear 4-stage pathway with nationally recognised qualifications. The aim is to establish fully trained manager qualifications as a degree equivalent;
- A "McDonald's Passport" facilitates employment in McDonald's restaurants throughout the UK;
- Training is accredited by QCA (Qualifications and Curriculum Authority) but external validation by other institutions is also being sought.

Practical tips for employers:

- Modify recruitment criteria to ensure greater equality of access to employment opportunities;
- Establish clear pathways for career development;
- Create flexible learning opportunities in a variety of environments (e.g. online and on the job) to ensure equality of access to learning;
- Reward learning in the workplace with increased pay and benefits;
- Work with external partners to accredit workplace learning.



Creating a positive environment which promotes employee development also builds the health of the business

Business benefits include:

- Recruitment benefits: over 180,000 applications received online since recruitment website went live in March 2008;
- Retention: 80% of restaurant managers started as hourly-paid crew members;
- Increased sales.

RWE npower

RWE npower is the UK's largest electricity supplier, with around 12,000 employees at 60 sites. The company serves 6.8 million customers and has an annual turnover of £6,000 million. The Operational Customer Services function is based in the North East of England and employs around 2,200 staff. Based in one of the most deprived areas of the country, and employing a diverse workforce with wide-ranging needs, RWE

npower realised that a long-term commitment to its employees' basic skill development was paramount. For the business to grow, maintain its competitive advantage in providing top quality customer service, and increase staff retention by persuading employees to commit to the company, it needed to invest heavily in employee training.

What was done

Responding to this, a cornerstone of RWE npower's Skills for Life programme was establishing onsite Learning Resource Centres, where employees drew up Personal Development Plans, forming the basis for a highly consultative and tailor-made programme of basic skills training. The company worked with providers and partners to further tailor the resources employees use to help reflect on their work, the needs of the business, and customers.

Business benefits

- Retention increased by 11.5% to 75% for those who completed the programme
- Staff morale improved considerably, with 85% of learners feeling valued by npower for being given the opportunity to do the programme and 96.5% saying they would recommend the programme
- Staff attendance levels improved amongst staff engaged in Skills for Life training
- Employees responded to and coped well with significant changes in the business and wider industry.

Even small organisations can reap business benefits from investing in skills development as part of an employee health and wellbeing programme, as illustrated by Oaklands Care Home, Ashley Associates and Wiltan Limited.



Good working relationships are an integral part of a healthy workplace

Ashley Associates

Ashley Associates are specialist providers of recruitment services for other recruitment agencies, operating throughout the UK and Europe recruiting for some of the top 100 companies. The successful expansion of the business depends on having an experienced, skilled and motivated workforce who could work harder and smarter, aided by up-to-date information technology and systems.

What was done

- Training and development opportunities were identified for employees that were linked to their business aims and objectives;
 - Regular development sessions were scheduled for the team;
 - All staff had regular performance review sessions covering 'hard' business targets/skills but also included checks on individual needs and consideration of any health and wellbeing issues;
 - New people were consulted on their work life balance choices as part of the induction process.
- In addition, the directors focused on creating a working environment which met the wellbeing needs of the team, including part time working, home working, leaving early for child care purposes and temporary changes in working hours.
- People were consulted on all aspects of their working environment;
 - An open and friendly style was promoted within the office, with people encouraged to share their out of work experiences such as holidays and common interests such as gym activities;
 - Good performance in the business was celebrated in appropriate ways such as by a recent team visit to a health spa;
 - People were encouraged to make effective use of their holiday by taking two weeks leave in one go.

Business benefits

- Consultants hit targets more consistently and morale amongst team members remained good;
- The client base expanded as the number of placements increased, while service improved;
- Absenteeism and staff turnover continued to remain low;
- Recruitment costs were minimised as recruits came through recommendations from team members, eliminating the need for advertising.

As a happy, healthy team with a good working environment we generally hit targets more often, therefore not only generating more revenue for the company, but also individual bonus for consultants. By generating more revenue for the company also means more incentives for the team.

**Maz White, Office Manager
Ashley Associates**

Source: Investors in People UK website

Oaklands Care Home

Oaklands Care Home, based in Llangynidr, Wales, employs approximately 20 staff. The team implemented a health and wellbeing programme when they recognised that so much time had been invested in caring for patients that employees were being neglected.

A small wellbeing working group was formed to implement a wide range of health and wellbeing initiatives encompassing general health and safety, musculoskeletal disorders, nutrition, alcohol awareness and smoking cessation. The home also piloted, and achieved, the Welsh Assembly's Workplace Health Award.

Oaklands also invested in the learning and development of employees, with staff training and development plans setting out short, medium and long term goals. Training encompassed a wide range of areas including nutrition, ageing and confusion, conflict and aggression, continence care, palliative care and sensory deprivation. A September 2008 report by the Care and Social Services Inspectorate Wales found that the home had achieved the National Minimum Standards target of having 50% of staff members with at least an NVQ level 2, with the personnel manager undertaking a National Vocational Qualification (NVQ) level 3 and both managers scheduled to undertake NVQ level 4 care qualifications.

Business benefits

As a result of these health and wellbeing interventions:

- teamworking improved;
- employees enjoyed their work and were generally more engaged;
- absenteeism decreased and
- staff turnover was low.

The benefits for our business have been very good - a greater culture of team spirit and learning to work together at a different level than we have been used to. The Small Workplace Health Award brings together staff skills and interests and shows that we care about them.

Julie Cashell, Manager

Wiltan Limited

Wiltan Limited is a leading manufacturing company for transformer industry components in the UK. The company employs 40 staff of whom 70% are recruited from the immediate community, one of the most deprived in Wales, where over half the population have few or no formal qualifications. The company faced strong barriers to learning - not least due to widespread resistance to training, the workforce's lack of confidence and continuing problems with staff errors despite previous training - and a growing need to introduce technology to control production. It realised that the key to maintaining efficiency and its competitive advantage was investing in a Skills for Life programme that was integral to the corporate strategy.

What was done

In 2006, the company signed the Welsh Employers' Pledge and established Step Up, a wide-ranging training programme seeking to develop employees' skills at work and home, working in partnership with their training provider, Torfaen Adult Basic Skills, and Basic Skills Cymru.

Of the 14 learners who enrolled in the first round of Skills for Life training, over 85% completed the course in Microsoft Excel and mathematics. Over 50% of staff were encouraged to go back to the classroom. This encouraged the local community to re-focus learning as a number one priority. The emphasis on skills development beyond the workplace increased the sustainability of Wiltan's Skills for Life programme in contributing towards a more prosperous community.

Business benefits

- Quantifiable benefits in production time, quality, waste reduction and attendance in excess of £100,000;
- Customer-facing employees increased their efficiency by 100%, doubling the amount of work orders processed;
- Savings were made in production, where the 'reject rate' halved from 2% to 1%;
- Steel waste dropped from 3% to 1%, saving £7,000 a month;
- Staff attendance increased from 94% to 98.5% since the Step Up programme was introduced;
- Retention of staff improved to the extent that no new staff were recruited during the second half of 2007.



As a pharmacy-led healthcare company, **skills development** and employee wellbeing have been key elements of the Boots workplace strategy since the business started 160 years ago. However, they have tended to be thought of as **separate strands of the strategy**. On reflection the link between the two is intuitively obvious and it is down to today's **business leaders** to see the whole workplace agenda much more systemically rather than in silos. If this toolkit helps achieve more systemic thinking amongst those teams responsible for **skills development** and employee wellbeing, it will prove a valuable contribution to **future business success**, which is always intrinsically linked to the health, in its widest sense, of the workforce.

Kevin Birch - Director of HR-Stores, Alliance Boots

To be a 21st century law firm requires a commitment on our part to help develop the knowledge and skills of our staff. As well as **empowering our staff** with the tools and expertise that they need to truly focus on clients, it's also **tremendously important** for us to foster an intellectually invigorating environment that embraces the thirst that our staff have for both **personal and professional development**.

Bryan Hughes - Chief executive, Eversheds

Helping our employees be the best they can be is of **paramount importance in our organisation** where the personal interaction and the care we give our customers is all down to the people who work for us. Supporting all our colleagues with **great development conversations** and putting the right training in place to support this is a key activity for all our leaders. Ensuring that all our people have the skills to do their jobs and also access to **development to help them progress their careers is essential**. As an organisation we have a desire to learn from all our experiences and we encourage our teams to do the same. We have a responsibility to provide the **right environment** for our people to **support their learning** and **fulfil their potential**.

Nicky Hill - Director of HR-Non Stores, Alliance Boots

As the Department of Health, we should be the **model employer** when it comes to the health and **wellbeing of our staff**. Health and wellbeing is about both the physical and psychological health and wellbeing of all our employees. . .

We hope the interventions already introduced and those proposed will result in a **well motivated**, committed and engaged workforce which will be reflected in an **increase in positivity** rates in key measures of the annual staff surveys. A **healthier workforce** should see a decrease in sickness absence rates, as well as **reduced mental health related absences**.

Harbhajan Brar - Director of Human Resources, Department of Health

At Tribal we are committed to being the employer of choice in the support services sector. We have always taken our **responsibility** for the care of our staff seriously and have sought to address this directly through our policies, practices and terms and conditions. However, as the result of our involvement in the **Business Action on Health Campaign** we now have a clearer vision on how to develop a **more coherent** and cohesive approach to the health and wellbeing of our workforce and our company. We are very excited to be embarking on a **new wellbeing programme** for our staff later this spring. We now **better understand** that the health and wellbeing of our people is vital if we are to continue to be a **successful growing organisation**. This is particularly relevant to our people who work extensively with the health and education sectors where the Wellness Agenda is fast gaining interest. We welcome the BITC toolkit, Skills, Health and Wellbeing, which has been very helpful in shaping our ideas and **we value the opportunity of learning** from and building on others' experiences.

Barry Brooks - Director of Education and Skills Strategy, Tribal Group

When the opportunity to participate in the Skilled for Health project arose in 2006 it made perfect sense. I had seen the **impact of Skills for Life** within a workplace learning environment over the previous two years, the keen interest of employees to develop IT skills and the range of people we can reach with **on-line learning**. Royal Mail already had an established approach to health and wellbeing but there was a gap to be filled in the area of emotional wellbeing. This programme enabled us to start work in bridging that gap in an innovative and exciting manner.

Jackie Lawlor - Head of People Development, Royal Mail Group

As the **major employer** in this area and the **provider of health care services**, this is a double whammy for us. We are getting our employees who are also our local residents, to **take time for health**, reducing absence and at the same time creating a more health literate population.

Deb Clarke - Joint Director of Human Resources, London Borough of Tower Hamlets and NHS Tower Hamlets

In making a **public commitment to support our workforce** to enhance each individual's ability to make a full contribution to the company's success, and offering **clear training opportunities** to all staff within the business, you help to develop a learning culture and a desire to improve and progress." Particularly, in the current economic climate it is critical to develop a **fully engaged workforce** that participates, creates and innovates towards the strategic direction of the business at all levels.

Mike Jepson, Healthcare Initial

As an SME working within the construction industry, we have been **extremely successful** in growing our business based on skills, competency and accreditation. Although working in a highly regulated and competitive sector, qualifications in isolation are not what will **differentiate us from our competitors**. It is the attitude of our workforce underpinned through an **understanding of health and wellbeing** and its impact on the performance and productivity of our employees which will better enable us to continue our growth through these times of **economic uncertainty**.

Martyn Price - Managing Director, Carpentry Management Contracting (CMC) Ltd

A recipe for success: Towers Perrin Action Model

Working in partnership with Business in the Community's Business Action on Health campaign, global professional services firm Towers Perrin created the Healthy Workplace Action Pack, a step-by-step guide to help companies develop and maintain a health and wellbeing programme. The Action Pack was published as part of the campaign launch in October 2007.

This Toolkit complements the Action Pack by providing the employer with more in-depth guidance for developing a skills initiative as an integral part of their health and wellbeing programme. It is therefore meant to be used in conjunction with the Action Pack and not as a standalone resource. Copies of the Action Pack and other health management resources and services can be obtained from Towers Perrin (<http://www.towersperrin.co.uk>).

The 12-step model which underpins the Action Pack provides a framework within which companies can identify the actual health needs of their workforce and the risks to their business. Companies can then address these needs in the most appropriate, targeted and efficient way possible through a cohesive and structured programme which is based on an annual calendar cycle.

Skills is an important issue to be addressed in your health and wellbeing (HWB) programme. A learning and development initiative is then developed on the basis of the same framework which guides the overall HWB programme.

An Overview of the 12 Steps to Developing Your Health and Wellbeing Programme

1. Identify perceived health and wellbeing issues and programme vision.

Even before conducting any level of formal needs analysis, you are likely to have some idea of potential health issues within your workforce. These might be generic commonplace issues or be based on instinct along with no particular evidence.

2. Know the business environment. A successful programme must work within your organisation's physical environment, management structure, business strategy and activities. It should involve all key stakeholders, including your employees. You should identify existing and future strategies and business activities that will impact upon the design of the programme and when these will take place.

3. Create the project team. To optimise the success of your programme it is vital to have representation from all internal stakeholders from business leaders to employees, with a defined central programme manager, programme coordinator and information analyst.

4. Evaluate current resources. Find out what you already have available which might fit with your programme. Clarify the profile of your employees, including their demographic profile and geographical spread. The content and style of your programme will depend to some extent on the demographic and geographical spread of your workforce, both across the company as a whole and within specific sites or business units.

5. Create/review the core framework.

This framework is the means through which your programme is funded, co-ordinated, delivered and measured and through which future needs are identified for targeted intervention. It is developed by realigning your existing provision and services; identifying any remaining gaps; establishing the most effective approach to interaction between stakeholders; establishing the portal through which employees will access the programme; and branding the programme.

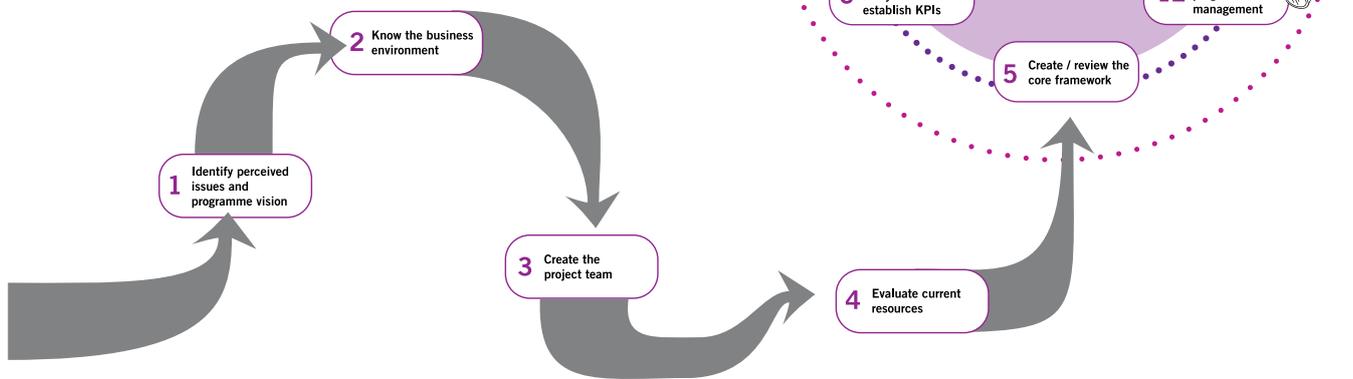
6. Undertake a needs analysis and establish KPIs. Your needs analysis should be structured in such a way as to provide a 'snapshot' of the current health of your organisation in measurable Key Performance Indicators (KPIs) to compare against future performance. What you can or should measure will depend on your existing structure and provision.

7. Clarify initial objectives. Having undertaken the needs assessment, you should now be in a position to clarify your initial objectives for the programme. Evaluate and prioritise the objectives that you would like to address within the first 12 months of the programme and 'park' less important issues for consideration in later years.

8. Develop the year's programme. The programme will consist of the interventions needed to address the goals you have identified in Step 6. It will include programme management activities, needs analysis, data collection and interpretation and targeted interventions. Here is the point at which your Physical Activity initiative will be established alongside interventions tackling other HWB issues.



12 Steps to Developing Your Programme



9. Find the right business partners. The in-house facilities, services and capacity available to your business will vary significantly. Partners and suppliers will largely fall into two categories: core providers (usually insurers or administrators of any health-related employee benefits or services you offer staff) and ancillary providers (specialists who deliver targeted initiatives).

10. Communicating the programme. The communication of your initiatives is key to their success. If employees are not aware of them or do not participate in them, they have failed. To optimise awareness, interest and engagement, each intervention should be supported by a relevant campaign.

11. Launching the programme. Once the core framework and key events are developed, providers are in place and the branding and communications are prepared, you are ready to

launch your programme to staff. In launching the programme, consider the expectations you will be raising to ensure that the programme will meet them; and demonstrate that you have taken on board feedback and information from the needs analysis stage.

12. Evaluation and ongoing programme management. Ongoing management is essential in maintaining an efficient, effective, sustainable and continually relevant programme. Once the programme has been launched, Steps 5 to 12 will continue to be relevant. It is important to share with relevant stakeholders the programme results including key findings of data analysis; progress made; return on investment; success stories; and learning experiences.

More detail on these steps is available in the Appendix and in the Towers Perrin Healthy Workplace Action Pack.

To guide companies of all sizes in setting up their Physical Activity initiative, a simplified version of the 12 step model is set out above, with steps grouped under the following headings:

Plan your initiative - corresponds to Steps 1 - 7;

Execute your initiative - corresponds to Steps 8 - 11;

Review and Update your initiative - corresponds to Step 12.

Each section contains examples of action taken by Skills, Health and Wellbeing Steering Group companies.

PLAN your initiative

AGREE YOUR STRATEGY AND VISION

All organisations have an interest in ensuring their employees are healthy, alert and productive at work. However, the approach which each business adopts to manage health and wellbeing issues will reflect their unique management processes, organisational culture and history.

For several members of the Skills, Health and Wellbeing Steering Group, learning and development and health and wellbeing activities are strategically, as well as operationally, distinct, although all members agree that learning and development contributes to employee health and wellbeing.

At **Business in the Community**, three objectives in the organisation's People Plan are directly linked to learning and development but not explicitly tied to health and wellbeing interventions:

- Improving staff retention and career development through coordinated training and development;
- Building a learning environment giving learning opportunities to acquire new knowledge, skills and competencies;
- Improving leadership and performance management.

At **Boots**, improvement of employee health and wellbeing is a strategic objective with a strong business case. Evidence from the company's Great Place to Work Survey has revealed that shops with the highest 'engagement' scores (72% against 67%) have lower absence rates, lower turnover and a higher profit contribution (3% higher than targets). The commitment to

employee health is directly linked to the company's ambition to be the world's best health and beauty retailer. In the first year of its 'Change One Thing' programme, the Healthy Workplace Team identified key objectives as follows:

- To raise the profile of healthy workplace activity, and embed it into the Boots culture;
- To consult with employees to find out what is important to them;
- To deliver a programme that is available to all employees;
- To offer a programme that empowers people to improve their health and wellbeing.

By contrast, Boots' overriding learning and development strategy has been historically rooted in ethical, as well as commercial, objectives, aiming to ensure that the organisation is a rewarding and supportive place to work. Supply chain and manufacturing are key to Boots' success and its Lifelong Learning Centres - including Skills for Life for Manufacturing - were established to improve basic skills levels across employees and raise awareness of the number of ESOL needs, as non-native English speakers grew within the workforce.

Carpentry Management Contracting (CMC) Ltd is a carpentry sub-contractor undertaking projects ranging from £5,000 to £2 million. This family-run business employs over 90 staff, of whom 60 are permanent qualified trades people, 25 are apprentices with the balance drawn from a pool of flexible sub-contractors. Supporting learning and development of its employees - particularly apprentices - is essential to fulfilling its commitment to deliver high levels of customer service.

As the **Department of Health** is responsible for promoting the health and wellbeing of the general public, it aims to "walk the talk" as a model employer. A related objective is to achieve an increase in staff positivity rates and a reduction in sickness absence. Specific issues to be addressed include producing a Health and Wellbeing strategy, championing healthier workforce initiatives, promoting the management of sickness absence and return to work campaigns and benchmarking the Department against other national health and wellbeing initiatives. The health and wellbeing policy for all staff was published in December 2008.

International law firm **Eversheds** has introduced its workplace health scheme to raise employees' awareness of their own health and fitness status and the firm's role as a caring employer, as well as to reduce employee stress and sickness and increase employee engagement.

With customer growth targets and an ambitious new build programme, **RWE npower** needs to ensure the company continues to recruit and retain the right people with the right skills in a market where, despite the downturn in the economy, there are still acute shortages of people with critical skills in certain professional disciplines (i.e. engineering). Retention is a challenge given increasing demands for flexibility, people looking for faster career progression and the presence of other companies competing for the same talent. The organisation is committed to diversity and inclusion in the workforce to ensure it benefits from the best people in all areas of society.



Strong leadership ensures appropriate training is in place to protect employee health and wellbeing

Wellbeing at work is seen as an important extension and enhancer of existing Occupational Health programmes inasmuch as the mental and emotional wellbeing of employees is as essential as their physical health. The company has recognised that the Occupational Health team can be strengthened by the addition of this “newer”, but validated, type of health care promotion that incorporates medical and lifestyle issues, in the workplace. The wellbeing programme was initially established to enhance these existing programmes and offer lifestyle advice and opportunities in the workplace.

The new wellbeing programme aims to:

- treat current and prospective employees from all sections of the community fairly;
- provide development opportunities to enable them to achieve their professional and personal potential;
- ensure that they work in a healthy and safe environment. As an energy retailer, health and safety is a critical issue. High standards and strong leadership are vital to ensuring that the appropriate measures and training are in place to protect employees, contractors, visitors and the general public.

The programme enables the company to:

- respond to nationally recognised health problems (e.g. obesity), supported by its in-house health assessment screening data;
- maintain the morale and motivation of employees, aiding employee retention;
- build effective community relationships, and
- help attract new employees to the company.

NHS Tower Hamlets established its health and wellbeing programme initially from a public health perspective, with a view that good occupational health is an essential part of the wider determinants of health. Although the initial work has focused on the PCT’s workforce and that of the London Borough of Tower Hamlets, the ultimate aim is to spread this practise among other organisations and businesses in the area, working in partnership with the East London Business Alliance. However, as the scheme has developed it has formed part of a wider strategy around occupational health that focuses on job retention as part of better health, and engages with employers on this and other issues such as dealing with long term sickness and returning local people to work. In organisational development terms, there is an increasing focus on wellness as part of better productivity, as well as reducing absence and presenteeism. A key part of the scheme has been to commission MIND to develop better mental health in the organisation, including attaining Mindful Employer status.



Aligning health and wellbeing initiatives with business values and strategies helps transform people into committed, engaged employees

Royal Mail established its Feeling First Class learning programme to address both health and wellbeing and basic skills challenges for 700 employees at its National Distribution Centre in Daventry, Northamptonshire. The company recognised that because it was recruiting from a highly diverse ethnic population, supporting employees in improving their literacy, language and numeracy skills would be essential to maintaining health and safety as well as operating an efficient service at the centre, which operated a 24/7 intricate shift structure.

As a highly values based organisation, the health and wellbeing of **Tribal Group** employees is paramount. Focusing on this issue not only fulfils the company's sustainability agenda but reinforces their employer brand, aiding recruitment and retention of highly competent professionals. Because of the nature of the business - providing consultancy, support and delivery services focused on improving the delivery of public services - it is essential that the firm behaves as an exemplar employer to maintain its credibility with clients. From a practical perspective, a healthy workforce is more productive and cost-efficient. While the company's formal health and wellbeing programme is currently in development, wellbeing data has been monitored on a regular basis.

UNDERSTAND THE BUSINESS ENVIRONMENT

Understanding the context in which your initiative must work is vital to its success. Wider business strategies and ongoing activities which impact your workforce, such as restructuring, will impact upon its design and timing.

Engage stakeholders

Getting 'buy in' from key stakeholders - including employees - is essential to the success of health and wellbeing programmes. For Steering Group members, the engagement of stakeholders has reflected the governance structures of their organisations. Most stakeholder groups included Human Resources specialists and senior managers, with others including Occupational Health (**RWE npower** and **NHS Tower Hamlets**), Directors of Marketing and Commercial Healthcare (**Boots**); Health Improvement and Protection (HIP) Directorate, in-house sport and social club and in-house clinicians (**Department of Health**); public health, dieticians, green travel, HR, smoking cessation (**NHS Tower Hamlets**); the Reward Team and EH&S Manager (**Eversheds**); Communication teams (**Department of Health** and **RWE npower**); and all employees (**Tribal Group**). At **Royal Mail**, the heads of both People Development and Health co-sponsored their programme, with HR Business Partners, the Learning Design Team, Unions, Union Learning Representatives and Warwickshire College as well as employees involved in programme development.

Stakeholders have provided financial and in-kind support as well as acting as champions for health and wellbeing programmes across the organisation.

Align health and wellbeing strategy with other relevant business strategies and activities

As several Steering Group member organisations were engaged in developing products and services to enhance health and wellbeing, alignment with business vision, mission and values was a key driver of health and wellbeing programmes.

Corporate Social Responsibility (CSR) is an integral part of the way **Boots** does business, and within the company's 'CSR Scorecard', Workplace Health is a core issue with targets and accountability for performance. Progress is reported to the Social Responsibility Committee, a sub-committee of the main Board, and reported externally via the Boots annual CSR Report which is also available on its CSR website. Boots has a comprehensive and long-standing commitment to traditional health and safety measures, enabling policies and an occupational health service that aims to prevent ill health from work and supports those with ill health to return to work.

Promotion of health and wellbeing is the central purpose of the **Department of Health**. Current and future staff interventions are expected to result in a workforce which is well motivated, committed and engaged (as assessed through annual and health and wellbeing staff surveys), physically healthier (reflected in decreased sickness

absence rates) and mentally healthier (reflected in reduced mental health related absences and instances of bullying and/or harassment). The health and wellbeing strategy was shaped by HR commitments, sustainable development imperatives, DH values as well as the Dame Carol Black review of the health of the working age population and 'High Quality Care for All: NHS Next Stage Review final report (June 2008).

Eversheds aims to be "a great place to work" and the wellbeing services available to employees were to be fully aligned with this agenda.

At **Royal Mail**, learning and health and wellbeing interventions, along with other employee-focused benefits, were linked to the company's business renewal plan to create a Great Place to Work, aiming to involve employees in improving their workplace on an ongoing basis. The programme's development was shaped by Royal Mail's People Strategy, which encompassed corporate social responsibility, health and learning.

At **RWE npower**, the health and wellbeing programme is an integral part of business strategy and therefore expected to deliver measurable business benefits including:

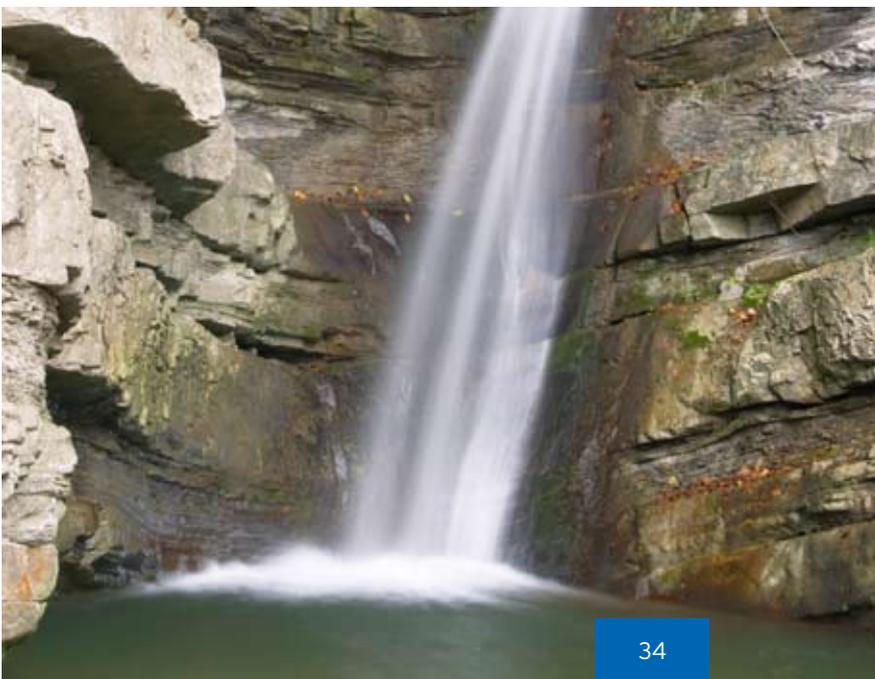
- Reduced risk to the business associated with ill health;
- Increased productivity;
- Reduced absenteeism (incidence and/or duration);
- Cost savings e.g. from reduced insurance premiums;
- Improvements to health and safety statistics;
- Improvements in the recruitment and retention of staff;
- Improvements in the engagement, perceptions and satisfaction of employees;
- Positioning as employer of choice and associated PR and reputation benefits;
- Improvements in policies, processes and practices;

- Improvements in the awareness and use of available resources at all levels of the organisation;
- Reduced cost of benefits and insurances which are attributable to the programme.

The company worked to incorporate lessons learned from other similar start up programmes within RWE npower (e.g. Diversity and Inclusion) as follows:

- The main business strategy that helped in the development of this initiative was to follow simple business principles;
- The programme was to be centrally coordinated and managed with senior management support allowing it to be delivered as part of team and employee management approach across the company;
- It recognised the need to continually build on the knowledge and understanding of all relevant stakeholders, including employees;
- This will be achieved by regular needs analysis which takes into account all the feedback before going forward allowing all subsequent interventions to be targeted, relevant and delivered in line with the developing objectives;
- Presentations in a variety of formats help to encourage the widest possible audience and are seen as convenient and fun;
- Engaging employees through branding and a continuous communication programme has helped promote and maintain momentum.

Learning and development can be a powerful force in creating a great place to work





New learning initiatives need support throughout the business to succeed

At **NHS Tower Hamlets**, the health and wellbeing scheme was expected to generate organisational development and management recommendations following on from the first wave of mental health awareness training and the first stage of the online assessment

The **Tribal** health and wellbeing programme was designed to support recruitment and retention and the company's values of investing in its people. There was no specific business driver, as business operations don't encompass repetitive, dangerous or stressful roles and health and wellbeing data suggested the company did not have issues with stress or physical illness. Work patterns were generally flexible and responsive to the needs of employees and the business. However, the company was keen to develop further programmes to ensure the continued wellbeing of its employee base.

ORGANISE THE SUPPORT YOU NEED

Your programme or initiative needs organisational support in order to succeed. Where possible, use existing facilities and in-house teams (e.g. occupational health, nutrition) with inside knowledge of their organisations to administer programmes and initiatives. This helps to:

- increase the cost-effectiveness of programme management;
- ensure that programme roll-out and communications are integrated with ongoing processes and procedures and
- enable the organisation to make effective use of lessons learned.

External sources of support may also be available to support your programme. Consider, for example, whether your organisation might benefit from working with Train to Gain (<http://www.traintogain.gov.uk/>) to secure more funding or

other forms of support for training your employees. See also the 'Find the right partners to deliver your initiative' text in the next section ('Execute your initiative').

Create the project team

Establishing a core team with responsibility for developing, managing and measuring the impact of health and wellbeing interventions is critical to success.

For the Steering Group companies, many of the key stakeholders who were consulted regarding the design of a health and wellbeing programme were also members of the project team overseeing its management (e.g. senior managers and specialist practitioners (Human Resources, Learning and Development, Occupational Health, Health and Safety, Wellbeing, etc), joined by external partners (e.g. unions) other employees who became advocates for the programme.



A strong core project team is needed to develop, co-ordinate and measure the impact of your initiative

Evaluate current resources

In determining the resources required to deliver your programme across the company as a whole, consider what health-related services, benefits and interventions which you already have in place at your various sites and business units. Most organisations will already have established in-house some of the elements, or potential elements, of a workplace health programme.

Steering Group members drew on a range of existing resources within their organisations to support their health and wellbeing programmes.

Boots adapted 'Change One Thing' Packs from its commercial consumer campaigns - focusing on losing

weight, stopping smoking, having a healthier lifestyle and having healthier looking skin - to create People Programme support packs for its 65,000 employees. The total cost of the pack and related People Programmes was funded from three budgets with agreement from the HR Director, Communications Director and Marketing Director. Free high quality resources were also included in the including the NHS 5-a-day recipe book, NHS Giving up for Life booklet and stop smoking helpline cards.

In addition to financial resourcing, the Healthy Workplace Team members - composed of managers who could wield influence within the business - took responsibility for

activity and met bi-monthly to review progress. A small number devoted more time (approximately one day per week) to lead the agenda, equating to one FTE, split across different functions. This model maximised different expertise and insights which was key considering the size and complexity of the business.

The programme also drew on the skills and expertise of the business as an in-kind resource to develop and deliver ideas. For example, the Boots Nutritionist worked closely with the ARAMARK Catering Manager on a healthy vending policy.

For the Boots Skills for Life and Lifelong Learning programmes, the following resources were invested by the business between 2002 - 2008:

- Training and support for 40 Union Learner Representatives (ULRs);
- £136K to open learning centres across distribution sites;
- £890K for vocational training support to employees in distribution sites closing, including £300 learning payment to each employee;
- Full time LLL Advisor supporting all Skills for Life and LLL programmes;
- Paid release for staff and match time provision.

The Department of Health committed three half-time staff from the HR team with additional support from knowledge and campaigns within the Department (Health Improvement and Protection), internal communications directorate, Counselling service, Occupational healthcare provider, CIPD and HSE.

At **Eversheds** new wellbeing initiatives were factored into the overall Reward Team budget as well as employee hours to develop the project further in 2009.

Royal Mail funded its programme from its business budget as well as some support from the Department of Health for the Skilled for Health project.

RWE npower appointed a full time wellbeing manager in January 2008 who reports to the Director of Communications with allocated resources and a commitment from the senior management team. Her role is to drive the wellbeing programme across the breadth of the company's wide employee base. Support from senior management has helped to emphasise the importance placed on the wellbeing in the company. This helped to ensure that key representatives from HR, Occupational Health, Internal Communications, facilities came together to form the initial wellbeing team. The team has been further supported by experts in the legal team, tax office and external stakeholders.

Budget was allocated centrally to support the company wide initiatives. Line managers were also encouraged to support site specific targets from within their overall budgets.

With so many public and voluntary services available, the first initiatives also received support and resources from NHS direct (back care programme support), Primary Health Care Trusts (smoking cessation), The British Heart Foundation (excellent literature and initiative examples), Macmillan cancer support, experts in many fields and an existing partnership that we were able to strengthen by cross working.

As plans for the wellbeing programme developed, support and enthusiasm grew in many parts of the business, particularly with the recognition that the presence of a wellbeing programme aided recruitment and retention of employees.

Establish a core framework of support

The core framework provides a solid basis for your health and wellbeing programme and all initiatives which emerge from it. It consists of the people, systems and processes through which your programme is funded, co-ordinated, delivered, measured and future needs are identified for targeted intervention. The framework should provide a stable foundation for your programme, but allow flexibility for organic growth and adaptation to meet changing demands.

Boots has a comprehensive and long-standing commitment to traditional health and safety measures, enabling policies and an occupational health service that aims to prevent ill health from work and supports those with ill health to return to work. The Healthy Workplace Team, which represents relevant areas of the business, is seen as integral part of the company's overall commitment to employee welfare and includes the Head of Occupational Health, the Health and Safety Manager are active members of the Healthy Workplace Team. The Head of Occupational Health chairs the group and members include Human Resources Operations Director, HR Policy Manager, CSR Manager, Health and Safety Manager, Occupational

Health Advisor, Nutritionist, Pharmacist, ARAMARK Catering Manager, and Community Health Promotion Manager.

The **Department of Health** core framework encompasses a project team for management and co-ordination; provision for centralised data gathering and analysis via the HR team; provision of health-related services and interventions via the HR team and Health Improvement Directorate; Programme branding through the HR team and Internal Communications; a communications portal with information about health and wellbeing and related services provided by the HR team and Intranet service provider.

At **Eversheds** the Reward Team is to have a central role in co-ordinating, analysing and compiling data on the project, working in partnership with key providers such as BUPA who already have a reporting framework in place for such things as risk identification through their positive health portal.

Communication was to be rolled out through a new intranet site with a health and wellbeing section under the benefits platform. Office health and wellbeing "champions" would keep office notice boards etc up to date with communications.

Royal Mail managed its Skilled for Health programme through its existing business structure, with a project manager identifying and communicating with pilot sites as well as liaising with local colleges and fitness providers to provide required resources and engaging the support of the Communications Workers Union.

At **RWE npower** existing departments form the basis of the initial wellbeing “management team”, including facilities, HR, OH and safety, internal communications and the PR department. The legal team, tax office and a few externally recognised experts gave time and expertise whenever necessary and appropriate, coordinated and supported by the wellbeing manager, and the associated team of unofficial wellbeing ambassadors. The wellbeing ambassadors, an ever increasing group of individuals, who are identified by commitment and skill base, as required, deliver current programmes. They are drawn from all departments, staff grades and undertake their differing responsibilities within the team as part of their daily role, after agreement with their managers, who in turn are encouraged by senior managers to allow this valuable resource to be made available.

OH and HR teams gather and analyse data, supported by The University of Bath’s Health and Wellbeing department which formed at a similar time in the School for Health Directorate.

At **NHS Tower Hamlets** responsibility for managing and gathering data on health and wellbeing lies with the Healthy Workplace Group, reporting to Health and Work Strategy Group chaired by the Joint Director of HR.

Make provision for data gathering and analysis

Collecting data on measures which are relevant to the aims of your health and wellbeing programme and, more broadly, the business is essential to determining its

effectiveness. Steering Group members measured the impacts of their health and wellbeing programmes in different ways.

At **Boots**, the Healthy Workplace team commissioned Scottish Council Foundation, a non-profit social research organisation, to conduct a small independent qualitative study in 2005 to seek the views of employees. SCF conducted 80 detailed interviews with 2 stores and a Head Office team in Nottingham. The majority showed an interest in exercising more, eating better, and for those who smoked, a wish to stop or cut down and 88% of employees believed employers had some responsibility for helping people to stay healthy.

The **Department of Health** solicited feedback through staff surveys. The DH also set up a dedicated mailbox and discussion thread on its intranet so staff could identify areas of interest.

By contrast, **RWE npower** used voluntary health screening data to assess changes in the health status of its workforce as a result of its health and wellbeing programme, alongside an external benchmarking exercise and the results from its employee survey. This independent survey is conducted every two years and covers employee morale and levels of motivation, how they feel about their environment, the work culture at RWE npower, and provides comprehensive feedback from 65% of employees.

At **NHS Tower Hamlets**, an online assessment to provide comprehensive data on the health status of the organisation was planned to inform the development of the programme.

Royal Mail used research data compiled from employees who volunteered to participate in the programme as well as the Department of Health and the Department for Education and Skills.

Ensure your programme fits your workforce profile

The content and style of your programme or initiative will depend to some extent, on the demographic and geographical spread of your workforce, both across the company as a whole and within specific sites or business units. You will need to consider the potential opportunities and difficulties which this workforce profile will create for your programme or initiative.

The **Department of Health** conducted an Equality Impact Assessment and strives to make policies as inclusive as possible. The DH guiding ethos has been “one size doesn’t fit all”. For some, health and wellbeing is about going to the gym three times a week; for others it is about leaving work a little earlier to have dinner with their children.

Royal Mail tailored its programme to appeal to male employees although it was open to all employees on all shifts.

RWE npower regularly assesses wellbeing needs across the demographic make-up of all communities from which the company’s major facilities are resourced and, if necessary, take actions to engage with under-represented groups. However, the overall initial plan for the centralised programme was developed so that all key components of the roll-out included the “basic” wellbeing components that affect all staff.

The **NHS Tower Hamlets** programme was to be designed to cater for the cultural needs of the borough and be inclusive in its approach.

IDENTIFY WHAT YOU WANT TO ACHIEVE AND HOW SUCCESS WILL BE MEASURED

Steering Group companies collected a wide range of health and wellbeing data on their employees - both to ascertain the levels of need for interventions and also to benchmark programme effectiveness - against a wide range of Key Performance Indicators (KPIs) including:

- Staff participation levels in activities;
- Staff satisfaction and engagement (taken from annual staff surveys);
- Other forms of staff feedback via other channels (face-to-face meetings, intranet and internet sites);

- Sickness absence rates;
- Physical health measures (e.g. BMI, blood pressure);
- Health behavioural measures - e.g.
 - o % who manage an "ideal exercise programme". An "ideal exercise programme" (5 x 30 minutes of moderate activity a week).
 - o % of staff who smoke;
 - o % who drink over the recommended limit;
- Measures of learning-related behaviour - e.g. number of employees expressing interest in, and continuing to participate in, skills development programmes.

Business in the Community's Business Action on Skills campaign has compiled a list of sample indicators which HR practitioners can use to measure the organisational benefits of investment in skills development ('Unlocking Talent', June 2008)

Cost reductions related to:

- Employee turnover (learner rate compared to non learner rate)
- Absenteeism (learner rate compared to non learner rate; lower absenteeism rates during weeks where employees receiving training);
- Recruitment (turnover/retention due to skills support; attendance levels/ numbers of agency staff; numbers of previous applicants invited for re-interview after undertaking learning; increased opportunities for internal progression; number of internal appointments (employees internally progressing through gaining new skills). Number of internal appointments, number of employees applying for internal promotion, number of employees gaining internal promotion, comparing learners against non-learning employees);



Data gathering and analysis is vital to establishing the impact of any health and wellbeing programme

Learning and development opportunities help promote the workplace as a rewarding and supportive place



- Accident rates (learner rate compared to non learner rate);
- Improved health and safety practices;
- Reductions in error rates. Reduction in wastage, lost time, down time, defects, returned products, number of orders cancelled due to errors, number of orders despatched/produced incorrectly.

Productivity and performance quality:

- Productivity rates (learner rate compared to non learner rate);
- Increase in quality of product/ service (mystery shopper results, quality checks, etc);
- Reduced time per task;
- Reduction in requests by employees for management assistance with forms, time sheets, holiday requests etc, from areas where employees participated in courses (allowing better use of management/supervisor time). Managers;
- Confidence in delegating to those upskilled, saving of management time. Savings in team leader hours as confidence in data/ not undertaking data checking exercises (financial savings this equates to);
- More efficient ways of working/ data sharing - meetings shorter, fewer people need to attend.

Corporate reputation:

- Response rates to recruitment adverts (recognition as being an employer of choice);

- Marketing benefits - training awards and publicity received (e.g. Business in the Community Big Tick and follow up features, case studies, web sites etc). Calculate value of free publicity (cost of ad space etc).

Corporate responsibility performance:

- Meeting equality/diversity targets, due to being a more inclusive supportive employer.
- How skills support has enabled employees to be better volunteers, increase uptake and quality of community activities, as part of wider corporate responsibility strategy.

Employee relations:

- Cultural impact - motivation, morale both within job, department, company and outside (more able to deal with finances, help with homework, use internet etc);
- Employee surveys - improvements in staff satisfaction and engagement scores (learner rate compared to non learner rate);
- Improved industrial relations though union supported learning. Improved labour - management relations.

Customer relations:

- Customer satisfaction rate improvement (before and after learning programmes established). Improved internal and external customer relations;
- Customer attrition rates (fewer customers defecting = increased revenue)• Number of customers lost due to problems or misunderstandings etc.

Business development:

- New business or new contracts awarded. Winning of contracts, both due to skills commitment and improved skills of those negotiating. Tenders - clients wanting a demonstration of firm commitment to employee development and training (e.g. tenders asking if your business has signed the Skills Pledge);
- Company's ability to handle change and seize new initiatives/ opportunities.

SET YOUR GOALS

Steering Group companies adopted a range of objectives for their learning and development initiatives, including:

- Ensuring the workplace is a rewarding and supportive place;
- Engaging line managers and senior staff through learning and development;
- Aid recruitment, engagement and retention through offering career development activities;
- Improving general staff health and wellbeing (via education regarding unhealthy lifestyle practice, reduced stress, reduced sickness absence) and using this as a retention/motivation tool;
- Developing the range of skills and competencies that are required to achieve the overall business objectives;
- Development of coping skills around mental health issues and improving understanding of healthy lifestyle practices

EXECUTE your initiative

WHAT CAN ORGANISATIONS DO?

Steering Group members, Healthy Workplace Big Tick winners and other organisations profiled in the “business case” section of this Toolkit focused their learning and development interventions in the following areas:

- Promoting behaviours which ensure health, safety and wellbeing through training and incentives;
- Creating an environment for ‘good work’ by encouraging employees to pursue learning in areas of personal interest; promoting informal social interaction; assessing working pattern needs during induction; promoting inclusiveness by scheduling training, appraisals and meetings to meet the needs of night workers; health awareness-raising events; providing opportunities for mentoring students;
- Basic skills training to develop literacy, numeracy and IT competencies;
- Higher level work skills development through apprenticeships, 1-to-1 coaching and other forms of formal and informal learning;
- Development of personal and social competencies through leadership and management training and provision of student mentoring opportunities.

Support the line manager-employee relationship

The line manager-employee relationship mediates all these areas. Employers can therefore make a

specific investment in developing the emotional intelligence (EI) of their managers. The EI model popularised by Daniel Goleman encompasses a wide array of competencies and skills that drive leadership performance, clustered around four main constructs, which can be worked on and developed to achieve outstanding performance:

- Self-awareness – the ability to read one’s emotions and recognise their impact while using gut feelings to guide decisions;
- Self-management – involves controlling one’s emotions and impulses and adapting to changing circumstances;
- Social awareness – the ability to sense, understand, and react to others’ emotions while comprehending social networks;
- Relationship management – the ability to inspire, influence, and develop others while managing conflict.

There is a strong business case on how emotional intelligence contributes to the bottom line in any organisation (Opportunity Now, October 2008). Not only do bosses and corporate leaders need to display clear emotional intelligence, every employee at whatever level will advance or receive greater job satisfaction if strong emotional competency is attained.

Support learning to promote wellbeing

The Foresight Mental Capital and Wellbeing report (2008) identified five suggested actions for individual action to promote mental health and wellbeing – the equivalent of

‘five fruit and vegetables a day’ – including learning:

1. **Connect...** With the people around you. With family, friends, colleagues and neighbours. At home, work, school or in your local community. Think of these as the cornerstones of your life and invest time in developing them. Building these connections will support and enrich you every day.

2. **Be active...** Go for a walk or run. Step outside. Cycle. Play a game. Garden. Dance. Exercising makes you feel good. Most importantly, discover a physical activity you enjoy and that suits your level of mobility and fitness.

3. **Take notice...** Be curious. Catch sight of the beautiful. Remark on the unusual. Notice the changing seasons. Savour the moment, whether you are walking to work, eating lunch or talking to friends. Be aware of the world around you and what you are feeling. Reflecting on your experiences will help you appreciate what matters to you.

4. **Keep learning...** Try something new. Rediscover an old interest. Sign up for that course. Take on a different responsibility at work. Fix a bike. Learn to play an instrument or how to cook your favourite food. Set a challenge you enjoy achieving. Learning new things will make you more confident as well as being fun.

5. **Give...** Do something nice for a friend, or a stranger. Thank someone. Smile. Volunteer your time. Join a community group. Look out, as well as in. Seeing yourself, and your happiness, as linked to the wider community can be incredibly rewarding and creates connections with the people around you.

Employers of any size can take action to support employees in learning and development as well as practising other behaviours which promote wellbeing. Below are some suggestions.

What employers can do to promote wellbeing at work	
1. Foster a sense of community.	Encourage colleagues to become aware of, and connect with, others within and beyond their immediate workgroups, whether it's through collaborative work projects, eating together in communal break areas or canteens, participation in sports or other physical activities, informal networking, formal social events inside/outside the workplace or community volunteering. This will make the workplace a fun place to be and enhance the effectiveness of the organisation as a whole.
2. Get your people moving.	Prioritise, and provide opportunities for, physical activity as part of a healthy lifestyle. Encourage colleagues to walk or cycle to work; use stairs instead of taking lifts; exercise at lunchtime instead of sitting at desks; get up and walk around during break times; engage in team sports or other group activities which build camaraderie. Alongside physical activity, provide opportunities for healthy eating to optimise energy levels. The resulting improvements to physical and mental health can help reduce absenteeism, improve engagement at work and aid recruitment and retention of staff.
3. Nurture sensitivity to the environment.	Ensure that colleagues have opportunities to take regular breaks, leave their workstations, go for walks or find other ways to vary the rhythms of their daily routines so as to enhance awareness of, and enjoy, life around them. Encourage people to focus attention fully on whatever they are doing - whether it's listening to a colleague, concentrating on completing a task or relaxing during a work break - instead of trying to do several things at once. This will not only enhance the quality of life of individuals but improve their effectiveness at work as well.
4. Promote learning and development.	Provide opportunities for colleagues to develop and apply new skills, take on new responsibilities or challenges, or pursue new interests, whether it takes the form of learning on an existing job, a secondment into a new role, the result of job re-design or work re-organisation, or formal training or education courses. This will enhance both their capabilities and their sense of wellbeing, benefiting the workplace community as a result.
5. Encourage generosity at work.	Promote respect for others, regardless of their formal status in the organisation. Encourage managers to say 'please' and 'thank you' and publicly recognise the efforts and achievements of their colleagues. Support contributions to the local community by allowing time off for volunteering or providing other resources (e.g. cash, expertise, access to services and networks) to community groups or voluntary organisations. This builds goodwill with colleagues as well as with potential recruits and the wider community.

SIMPLE ACTIONS TO HELP CREATE A HEALTHY WORKPLACE

EMPLOYEES CAN...

Be active

Take notice

**Give /
volunteer**

**Connect
with others**

**Keep
learning**



EMPLOYERS CAN...

**Get
people
moving**

**Nurture
sensitivity**

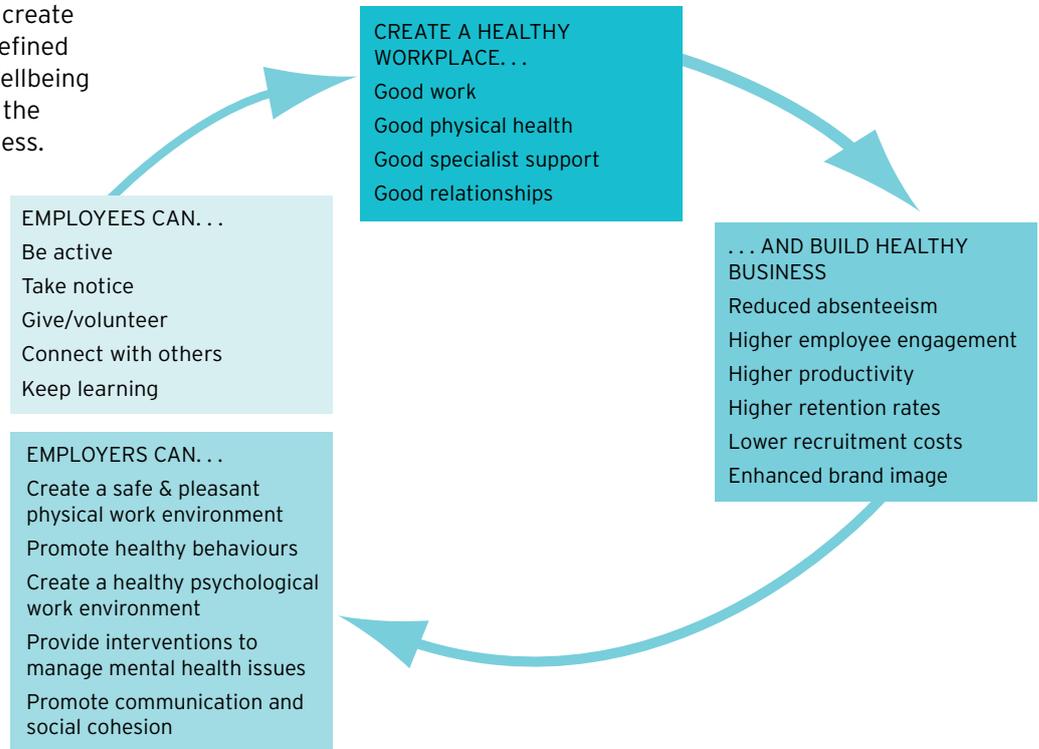
**Encourage
generosity**

**Foster
community**

**Promote
learning**

The diagram below illustrates how employees and employers can work together in partnership to create a healthy workplace - as defined by the Skills, Health and Wellbeing Steering Group - and reap the benefits of a healthy business.

WORKING TOGETHER TO BUILD A HEALTHY BUSINESS



Both employees and employers benefit from working together to build a healthy workplace

THE UK TALENTPLAN



The talentplan project

Employers wishing to develop formal learning programmes should engage with the talentplan project, a UK-wide collaboration of employers, governments and brokers working together to create a simple view of the education employment and skills systems in the UK.

talentplan is:

- a simple framework to help employers understand and engage with the education employment and skills systems in the UK;
- an interactive web tool which lets visitors search for practical support and funding, plan activity in a joined up way and share knowledge with colleagues, suppliers and others in the talentplan community.
- Interrogate hundreds of other web resources simultaneously and have the answers to their skills and employment questions appearing in one place;
- Learn more about how the education, skills and employment systems fit together and how they can get the best out of them;
- See the current priorities in the education employment and skills landscape and focus their activities to address them.

More information is available at <http://www.uktalentmapproject.org.uk/>.

INTERVENTIONS OF STEERING GROUP MEMBERS AND BIG TICK COMPANIES

Below is a summary of interventions and practices implemented by Steering Group members and Healthy Workplace Big Tick winners to promote the emotional resilience of their employees.

Organisation	Description of learning and development interventions
Ashley Associates	<ul style="list-style-type: none">• Training and development opportunities were identified for employees that were linked to business aims and objectives.• Regular development sessions were scheduled for the team.• All staff had regular performance review sessions covering 'hard' business targets/ skills but also included checks on individual needs and consideration of any health and wellbeing issues.• New people were consulted on their work life balance choices as part of the induction process.
Business in the Community	<ul style="list-style-type: none">• Regular Presentation skills / negotiation skills workshops to help employees develop professionally and personally.• Support offered to all employees to gain NVQs. These qualifications are not necessary for staff to have, but support is offered to help staff develop areas of personal interest.
Boots	<ul style="list-style-type: none">• A match-time allowance for Skills for Life learning offered to all employees; the company funds one hour of learning for every unpaid hour a learner puts in for Skills for Life courses• All permanent logistics employees entitled to 3 hrs paid release to complete an initial assessment and diagnostic in Maths or English• All Union Learner Representatives (ULRs) given ongoing training to enable them to succeed in their roles• Clear processes are in place for set-up of Lifelong Learning Centres and for choice of local providers
Carpentry Management Contracting	<ul style="list-style-type: none">• A bonus system introduced for apprentices, with payment dependent on effective communication with respect to absence, illness and other issues that may affect attendance and following correct Health and Safety procedures• Regular shared interaction, with arranged social activities which all are encouraged to attend i.e. cricket matches and dog racing• Individual personal development plans to help employees achieve their professional and personal potential• Through work with Sector Skills Council, a Regional Training Company has been established resulting in support and delivery of up to 1,000 training days for industry over a two-year period
Claridge's Hotel	<ul style="list-style-type: none">• Comprehensive English teaching programme to ensure effective communication with guests and integration into British culture• Quarterly night meetings, night time training and appraisals to ensure night staff feel part of the Hotel team• A four-hour workshop on Health and Safety issues and a personal grooming kit for all new staff• A Developing Leaders course to ensure effective leadership and management across the Hotel

Organisation	Description of learning and development interventions
	<p>Learning and development focused on engaging line managers and senior staff. Activities to date have included mini monthly events (which may be health- or wellbeing related) and a large annual health event.</p>
Eversheds	<p>As part of Eversheds' vision to create a 'great place to work' and promote the health and wellbeing of staff, the firm established Eversheds Unlocked - a mentoring programme led by employees which enables A-level students to learn about the legal profession and helps expand the talent pool.</p>
First UK Bus	<ul style="list-style-type: none"> • Working in partnership with the Transport and General Workers Union (TGWU), the Group developed training centres across the bus operating company network for its 25,000 First UK Bus employees • Over 40 learning centres were supported by around 100 trade union learner representatives • Government Skills Pledge signed by CEO, Moir Lockhead, demonstrating FirstGroup plc's commitment to skills development • Over 8,000 qualifications delivered in literacy, numeracy and ESOL; • 1,200 Level 2 NVQs were achieved in 2007 with a target of over 2,000 set for 2008.
Ford	<p>Employees took part in 1:1 coaching sessions and assessment with dedicated skills coaches, leading to national qualifications. These programmes enabled Ford to work with learning providers, policy makers and trade unions who understood the importance of business productivity and its dependence on workforce skills.</p>
HealthcareInitial	<ul style="list-style-type: none"> • Skills Pledge signed by Group CEO June 2008 • Tailored approach to fit business and employee requirements - one to one / group / online / blended learning • Dedicated skills team consisting of full and part time literacy and numeracy tutors, Vocational NVQ Assessors / Verifiers and L&D professionals • Online and paper-based national literacy/numeracy tests available • Employee invests personal time in training with company giving matched time off during working day • Employees have undertaken Level 2/3 NVQs, Skills for Life qualifications, ESOL courses, short courses in VRQs in MRSA Awareness, Health and Safety and Infection Control
Royal Mail Group	<p>Working with FE College tutors and a personal trainer, the RM Learning Centre provided opportunities to:</p> <ul style="list-style-type: none"> • improve general literacy, numeracy and language skills (Skills for Life) and health literacy (Skilled for Health) through online learning as part of Feeling First Class Learning Programme • undertake NVQs on-site as well as via Distance Learning; • complete short classroom courses with embedded Skills for Life modules. • A 2006 Learning Well pilot with Warwickshire College combined fitness, health eating and Skills for Life options, offering a mini gym and health checks at the Learning Centre.

Organisation

Description of learning and development interventions

RWE npower

The wellbeing programme aimed to treat current and prospective employees from all sections of the community fairly, ensuring a healthy and safe working environment, and to provide development opportunities to enable them to achieve their professional and personal potential. Interventions ranged from advanced leadership development for senior managers to specific technical and process skills development for those employees whose roles were more technically focused. Skills for Life and NVQ programmes received support funding via the Learning and Skills Council.

Sainsbury's

Sainsbury's become the first retailer and largest employer to offer its entire workforce of 150,000 the chance to gain the equivalent of GCSE qualification, aiming for 25% staff uptake of the offer within five years. Training delivered through a self-paced online maths and English learning programme. Sainsbury's was also the first retailer to offer all employees the opportunity to gain an NVQ level 2 qualification, equivalent to five GCSEs at grades A to C.

NHS Tower Hamlets

Occupational health strategy focused on job retention as part of better health, engaging with employers on this and other issues such as dealing with long term sickness and returning local people to work. In organisational development terms, there was an increasing focus on wellness as part of better productivity, as well as reducing absence and presenteeism. Mental health assessments and awareness training were included to complement the physical activity programme.

Wiltan

In 2006, the company signed the Welsh Employers' Pledge and established Step Up, a wide-ranging training programme seeking to develop employees' skills at work and home, working in partnership with their training provider, Torfaen Adult Basic Skills, and Basic Skills Cymru. Of the 14 learners who enrolled in the first round of Skills for Life training, over 85% completed the course in Microsoft Excel and mathematics. Over 50% of staff were encouraged to go back to the classroom. This encouraged the local community to re-focus learning as a number one priority. The emphasis on skills development beyond the workplace increased the sustainability of Wiltan's Skills for Life programme in contributing towards a more prosperous community.

FIND THE RIGHT PARTNERS TO DELIVER YOUR INITIATIVE

Partners, whether in-house teams or external suppliers, play important roles in delivering your initiative.

Although your organisation may already be working with one or more providers in delivering staff benefits, before selecting them for your initiative it is important to determine whether they:

- Understand what you are trying to achieve, the purpose and nature of your initiative;
- Understand the role which they will be required to play within the wider structure;
- Are able and willing to work alongside other providers and stakeholders;
- Are able to provide useful management information within a required schedule which fulfils the requirements of your needs analysis and KPIs.

Several Steering Group members worked in partnership with external providers to deliver their interventions:

- **Eversheds** has worked with Grassroots, BUPA and nationwide gymnasiums and anticipates working with occupational health providers, companies such as the British Heart Foundation and diet and nutrition advisors;
- **Royal Mail** worked with local colleges and fitness providers to deliver learning and fitness interventions in its Feeling First Class programme;
- The **RWE npower** Skills for Life programme worked in partnership

with the City of Sunderland College, situated close to RWE npower sites. Other development programmes were run in partnership with various third party suppliers who were chosen following rigorous procurement processes;

- **NHS Tower Hamlets** partners included MIND, London Borough of Tower Hamlets, Wellkom, St. Mary's University College, East London Business Alliance.

LAUNCH AND COMMUNICATE YOUR INITIATIVE

Consider a variety of approaches to maximise the awareness of your programme and its benefits:

- Posters to be placed to ensure greatest relevance and visibility;
- Tangible items and freebies e.g. fruit, water bottles;
- Regular updates and features on your notice boards or intranet;
- Regular email bulletins on 'hot topics';
- 'Credit-card' containing all relevant contact numbers;
- Competitions;
- Training to explain the value of the initiative for them and their employees in a personal and business context and how they can engage their team;
- Staff events to showcase the programme.

Steering Group companies employed a range of channels to communicate their initiatives.

For **Boots'** Change One Thing health and wellbeing campaign, a letter signed by the Chief

Executive was included in the 'People Pack' distributed to all employees. The Healthy Workplace Team commissioned a new brand, 'MyHealth' - an expansion of the existing employment brand - to enable the company to communicate existing and new activity consistently. Activities were promoted internally in Boots News (employee magazine) and the intranet and communicated externally via the CSR report, CSR website and to external visitors, including local MP's and the Prime Minister.

For Boots' Lifelong Learning (LLL)/Skills for Life (Skills for Life) programme, communication plans were tailored to accommodate the different needs of local communities.

Internal Communication

Phoenix Centre:

- In addition to the working party, the LLL advisor meets regularly with the site Union Learning Representatives (ULRs) to cascade decisions to the shop floor;
- LLL is on the local partnership meetings agenda;
- Dedicated LLL notice boards are in all the Logistics units and updated by the ULR team. Open days have been held at the learning centre and with unit canteens. Newsletters are distributed on a quarterly basis to the Logistics employees and a web site within the internal intranet is dedicated to LLL.

Network Logistics:

- Each Distribution Centre has a monthly steering group, including site management, local providers, ULRs and Train to Gain brokers;



Effective communication ensures employees notice the attractive features of your initiative

- Issues raised at these local steering groups are, where necessary, raised to the national operations forum for action. Similarly, decisions made here are cascaded through the local steering groups, to ensure that Skills for Life communication is a two way process;
 - Implementation Coordinators meet at a monthly forum to discuss best practice and to update on their progress. The DCs also have a web forum to share practice and feedback on Skills for Life learnings;
 - Successes within Skills for Life are communicated in a quarterly Network magazine where colleagues passing qualifications are celebrated and featured;
 - Fun days/activities have been running across Supply Chain to promote Skills for Life training and further development;
 - Sites have successfully used Open Days at their sites to promote and communicate about Skills for Life activity.
- External Communication:*
- Boots communicate externally about the Skills for Life provision in a number of ways, highlighted below.
- Learning opportunities and successes at Boots have featured in Usdaw's Network magazine and website. This has a wide readership of Usdaw members;



Word of mouth promotion and feedback helps maintain the momentum of your initiative

- Fatima Lightwala was awarded the Union of Shop, Distributive and Allied Workers (USDAW) Divisional and National award in recognition of support for Skills for Life and ESOL learners in the Phoenix Centre, which was published on the Usdaw website;
 - Boots partnered with Business in the Community to write a Skills for Life case study;
 - The Skills for Life work at Boots has also featured on the Unionlearn website;
 - Boots has formed partnerships with the local media in many of the areas where Distribution Centres are linked to Learning Centres, highlighting work with regard to Skills for Life, but also to work with local communities to find redeployment opportunities for colleagues.
- **Royal Mail** staged an open day to launch Feeling First Class through its learning centres as well as communicating the programme through manager briefings and Union Learning Representatives.
- At **RWE npower** the health and wellbeing programme brand (not currently encompassing learning and development) was resourced and developed initially in house then with a preferred supplier who worked alongside existing campaigns to help fully integrate the wellbeing brand in the workplace.
- A dedicated intranet site was used to ensure the accessibility of the wellbeing programme for the largest possible audience;
 - Hard copy company magazines included regular features;
- Most internal conferences have requested a session on the wellbeing programme and it was included in the CEO's summation at the end of year Senior Management conference, encouraging on-going support;
 - Poster campaigns and plasma screen announcements are also key aspects to raise awareness especially in the call centres;
 - Other channels included face-to-face briefings, emails, the monthly senior management business bulletin, etc.
- At **NHS Tower Hamlets**, the learning and development initiative would be launched as part of a holistic approach to improving employee wellbeing using selected communication channels including line managers, intranet, e-mail, e-bulletin, posters and leaflets.

REVIEW AND UPDATE your initiative

To sustain your programme or initiative over a longer-term period after its launch, the repetition of Steps 5 - 12 will be important. Measuring, analysing and communicating the achievements and outcomes of your programme - using the KPIs established in Step 6 - will be particularly vital in documenting the return on investment in your programme and ensuring that your management and stakeholders continue to recognise its value.

To keep the programme fresh and relevant, update its contents in light of feedback from employees and the changing needs and risks of the workforce. Repeat the needs analysis on an annual basis, measure the outcome of your interventions and adjust these accordingly.

Two Steering Group companies, Boots and RWE npower, reported a large number of positive outcomes from their learning and development initiatives, particularly Skills for Life:

Boots:

- After the successful opening of the Phoenix Centre, a second LLL centre was opened at Boots' other Central Warehouse, Heywood (Manchester), in 2004;
- With two Learning Centres established, and Usdaw holding the centres up as a model for other businesses to follow, the Skills for Life journey moved onto Boots Manufacturing later in 2004. To drive a business objective of reducing operating costs by one third, the "Operator of The Future" (Ootf) initiative was launched, in which Skills for Life played a crucial role;

- Following success in Manufacturing, Boots embedded Skills for Life in organisational strategy and objectives, realising many benefits across manufacturing and supply chain;
- Approximately 750 employees accessed or currently accessing Skills for Life learning leading to employees being more effective inside and out of the workplace;
- Literacy and numeracy skills recognised as core to business success with levels embedded in role profiles;
- Morale has been maintained with improved business performance during significant business change;
- Effective partnership working with recognised Union, local colleges, and government agencies;
- Level of English amongst non-native speakers being significantly increased from entry levels up to level 1 through ESOL.

RWE npower:

- The "Skills for Life" programme introduced in our customer contact centres in 2005, has now seen 320 employees successfully complete literacy and numeracy programmes;
- Recent evaluation of this programme showed that employee retention rates for those who have participated were 11% higher than for other employees in this group, 27% were subsequently promoted and 85% have reported that they feel valued by the business;
- Anecdotal feedback included those who reported that as a result of the programme, they are now able to help with their children's homework and others have been inspired to go on to further education.

LESSONS LEARNED BY STEERING GROUP COMPANIES

- Follow simple business principles in developing health and wellbeing programmes;
- Central coordination and senior management support allow it to be delivered as part of team and employee management approaches;
- Unions can be important partners in raising awareness of programmes and promoting employee participation;
- Build on the knowledge and understanding of all relevant stakeholders, including employees;
- Regular needs analysis which takes into account all the feedback before going forward allows all subsequent interventions to be targeted, relevant and delivered in line with developing objectives;
- Presentations in a variety of formats help to encourage the widest possible audience and are seen as convenient and fun;
- Engaging employees through branding and a continuous communication programme helps promote and maintain momentum;
- Continuing support for health and fitness is essential to keep learners motivated and engaged;
- Word-of-mouth communication and feedback from individuals who have participated in particular skills development initiatives is key in driving momentum.

USEFUL RESOURCES AND INFORMATION

Business Action on Health website

The Business Action on Health website, part of the Business in the Community family of websites, provides access to publications, campaign event details, case studies and other information to support employers in developing, managing, measuring and reporting on their health and wellbeing programmes.

Visit the website at <http://www.bitc.org.uk/health/>.

Business Action on Skills website

The Business Action on Skills website, part of the Business in the Community family of websites, provides employers with access to impartial support and advice; signposts to government training and development funding sources as well as appropriate partners and providers; networking and profiling opportunities.

Visit the website at www.bitc.org.uk/skills/.

For more information about committing your company to reporting publicly on your employees' health and wellbeing, visit the Healthy Workplace Commitment page at www.bitc.org.uk/commit.

Health, Work and Wellbeing website

The Government's Health, Work and Wellbeing initiative has compiled a range of resources from downloads to links, to help answer questions about Health, Work and Wellbeing, help organisations improve their approach and provide signposts to people outside government who have an interest and expertise in this area.

www.workingforhealth.gov.uk/Resources/

Towers Perrin Healthy Workplace Action Pack

The Skills, Health and Wellbeing Toolkit is to be used in conjunction with the 12-step guide to help companies develop and maintain an integrated health and wellbeing programme, created by Towers Perrin. The Action Pack is available from Towers Perrin (<http://www.towersperrin.co.uk> and select 'Human Capital Services' then 'Health and Wellbeing Consultancy' or call 020 7170 2000 and ask for the Health and Risk Consulting Practice).

Other useful websites and online resources

DESCRIPTION	WEBLINK
Cares Cares is Business in the Community's national campaign that mobilises businesses and employees to address social issues in communities most in need through volunteering. Employees benefit from connecting with their local community as well as developing new skills.	http://www.bitc.org.uk/cares/
Health Literacy Group website enables visitors to access Health Literacy research, make new research contacts, develop new research ideas and find out about the group's regular meetings.	http://www.healthliteracy.org.uk/
Investors in People UK - Health and Wellbeing at Work section provides tools, case studies and other resources to help companies improve their approach to health and wellbeing.	http://www.investorsinpeople.co.uk/Standard/Tools/Pages/HealthAndWellbeingatWork.aspx

DESCRIPTION	WEBLINK
Skilled for Health (SfH) is a cross-cutting Government-voluntary sector initiative between the Department of Health (DoH), Department for Education and Skills (DfES) and ContinYou which aims to address people's needs for a better understanding and improvement of their health.	http://www.continuous.org.uk/what_we_do/healthy_active_learning_communities/skilled_health
Skillstories, Business in the Community's web tool, enables employers and partners to promote their own work on skills, share resources and best practice, learn and work collaboratively online.	http://www.skillstories.org/
Talentplan Project - A UK-wide collaboration of employers, governments and brokers working together to create a simple view of the education employment and skills systems in the UK. The website allows visitors to search for practical support and funding, plan activity in a joined up way and share information with others in the Talentplan community.	http://www.uktalentmapproject.org.uk/index.php/pagewhatisthetalentplan/talentplan-framework-level-3
Train to Gain, managed by the Learning and Skills Council (LSC) across England, is a service designed to help businesses of all types and sizes get the training they need to succeed.	http://www.traintogain.gov.uk/
Unlocking Britain's Talent: What you need to know to make the difference for your business - outlines resources available for businesses to develop the skills of their workforce (Department for Innovation, Universities and Skills).	http://www.dius.gov.uk/publications/britains_talent.pdf
Unlocking Talent. Business in the Community Briefing Note (June 2008)	www.bitc.org.uk/document.rm?id=8103

Research reports and articles

DESCRIPTION	WEBLINK
Bartley, Mel (ed.). Capability and Resilience: Beating the Odds. UCL Department of Epidemiology and Public Health (2006).	http://www.ucl.ac.uk/capabilityandresilience/beattheoddsbook.pdf
The Business Benefits of Employee Engagement.. People and Organisations @ Work, British Psychological Society	http://www.pow-bps.com/insights/the-business-benefits-of-employee-engagement.cfm
Coats, David. 'Good work in recessionary times.' In Coats, D. (ed.), Advancing opportunity: the future of good work. The Smith Institute (April 2009).	http://www.smith-institute.org.uk/pdfs/good_work.pdf
Coats, David and Lehki, Rohit. 'Good Work': Job Quality in a Changing Economy - examines the broadening of the 'health at work' agenda to encompass the impacts of job quality and work organisation. (The Work Foundation, September 2008)	http://www.theworkfoundation.com/assets/docs/publications/197_good_work_final2.pdf
Dewe, P. and Kompier, M. Foresight Mental Capital and Wellbeing Project. Wellbeing and work: Future challenges. The Government Office for Science, London (2008)	http://www.foresight.gov.uk/Mental%20Capital/Wellbeing_and_work.pdf
Emotional intelligence in the workplace. Briefing paper no. 1. Opportunity Now (October 2008)	http://www.opportunitynow.org.uk/
Employee Engagement: How to build a high-performance workforce. Contains research and case studies on employee engagement, presented in a relatively easy to read format for quick reference. (Melcrum Publishing, 2005)	http://www.melcrum.com/store/products/product.shtml?id=2401
Employee Engagement: The Employee Side of the HumanSigma Equation (Gallup.com)	http://www.gallup.com/consulting/52/Employee-Engagement.aspx
Foresight Mental Capital and Wellbeing Project (2008). Final Project report. The Government Office for Science, London.	http://www.foresight.gov.uk/OurWork/ActiveProjects/Mental%20Capital/ProjectOutputs.asp

DESCRIPTION	WEBLINK
Friedli, Dr. Lynne. Mental health, resilience and inequalities. (World Health Organisation, 2009)	http://www.euro.who.int/document/e92227.pdf
Improving health and work: changing lives - The Government's Response to Dame Carol Black's Review of the health of Britain's working-age population. (The Stationery Office, November 2008)	http://www.workingforhealth.gov.uk/documents/improving-health-and-work-changing-lives.pdf
Innovation Nation - Science and Innovation White Paper setting out the Government's aim to make the UK the best place in the world to run an innovative business or public service. (Department for Innovation, Universities and Skills, March 2008)	http://www.dius.gov.uk/publications/innovation-nation.html
The Learning Revolution - White Paper highlights the value of informal learning and sets out the Government's plan to develop an effective national strategy on informal adult learning (The Stationery Office, March 2009)	http://www.dius.gov.uk/learningrevolution
Leitch Review of Skills - report of the 2004 review of the UK's long-term skills needs led by Lord Leitch. It concludes that the UK must urgently raise achievements at all levels of skills and recommends that it commits to becoming a world leader in skills by 2020. Responsibility for achieving ambitions must be shared between Government, employers and individuals.	http://www.hm-treasury.gov.uk/leitch_review_index.htm
Literacy, learning and health - research report by Uta Papen and Sue Walters examines the relationship between literacy, learning and health. It looks at the demands placed on people in health-care settings, the difficulties they can have when accessing health-care information and the strategies they use to overcome them. (National Research and Development Centre for adult literacy and numeracy, October 2008)	http://www.nrdc.org.uk/publications_details.asp?ID=147
Mood and Emotion at Work: Survey 3 (Pearn Kandola, June 2006)	http://www.pearnkandola.com/templates/pkwebsite/download/Mood&Emotion_at_Work.pdf
New Light on Literacy and Numeracy - research report by John Bynner and Samantha Parsons highlights how literacy and numeracy difficulties are a major impediment to successful functioning in modern society and associated with poor health outcomes. (National Research and Development Centre for Adult Literacy and Numeracy, November 2006)	http://ln.skillsforhealth.org.uk/uploads/page/307/uploadablefile2.pdf
Nurturing Talent - report by Cranfield School of Management, commissioned by learndirect, investigates the benefits of staff development versus recruitment.	http://www.learndirect.co.uk/campaigns/nurturingtalent/
Sunday Times 100 Best Companies 2009	http://business.timesonline.co.uk/tol/business/career_and_jobs/best_100_companies/best_100_tables/
Towers Perrin Global Workforce Study 2007	http://www.towersperrin.com/tp/showhtml.jsp?url=global/publications/gws/index.htm&country=global
What do workers want? An agenda for the workplace from the workplace. TUC, September 2008	http://www.tuc.org.uk/extras/pollreport.pdf
Woodman, Patrick and Kumar, Dr. Vidal, A Decade of Living Dangerously: The Business Continuity Management Report 2009 (Chartered Management Institute, March 2009)	http://www.managers.org.uk/client_files/user_files/Woodman_31/Research%20files/BCM09%20Final%20Report%2009%20March.pdf
Working for a healthier tomorrow - Dame Carol Black's Review of the health of Britain's working age population (The Stationery Office, March 2008)	http://www.workingforhealth.gov.uk/documents/working-for-a-healthier-tomorrow-tagged.pdf
Working Futures 2007 - 2017: Evidence Report 2. Wilson, R.; Homenidou, K. and Gambin, L. (Institute for Employment Research, December 2008)	http://www.ukces.org.uk/pdf/Working%20Futures%204%20FINAL%20090220.pdf

Make a public commitment to promote the health of your employees

As members of the Skills, Health and Wellbeing Steering Group, we recognise the importance of investing in employee health and embedding it in core business strategy. We are committed to boardroom reporting on our workplace health and wellbeing programmes as part of that strategy.

We are calling on your organisation, no matter how large or small, to join us in this commitment, using those indicators which are relevant to your operations.

This commitment will support the goal of Business in the Community's Business Action on Health campaign to ensure that health and wellbeing are embedded at the heart of business by making reporting on health and wellbeing standard practice in UK boardrooms.

For more help in getting started with your skills, health and wellbeing initiative, contact Business in the Community on 0207 566 6160 or email health@bitc.org.uk.

Members of the Business in the Community Skills, Health and Wellbeing Steering Group



We believe that to secure our collective ambitions of economic competitiveness and social cohesion all companies should promote both formal and informal learning for the benefit of their own businesses as well as their employees. The employers who have worked together to create this Skills, Health and Wellbeing Toolkit have produced an important resource which will help other companies plan, manage and measure the impacts of their own learning and development initiatives. We encourage all companies, whatever their size or sector, to follow the lead of the organisations profiled here, which will benefit the health and well being of their employees, and promote the long-term competitiveness of their own businesses.

Tony Young - Lord Young of Norwood Green

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Business in the Community - mobilising business for good. We inspire, engage, support and challenge companies on responsible business, working through four areas: Marketplace, Workplace, Environment and Community. With more than 850 companies in membership, we represent 1 in 5 of the UK private sector workforce and convene a network of global partners.

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