

Case study:

Developing a Health and Wellbeing Roadmap and raising the profile

Problem statement

Lagan Construction Group (LCG) wanted to create a clear strategy for improving all areas of health and wellbeing management and to put in place a definitive programme of change to further reduce the risks to our employees and partners.

Summary

The industry has done much over the last two decades to improve safety standards across all aspects of construction, but as in many other sectors, the importance of health and wellbeing in the workplace has been less of a focus.

Lagan Construction Group has always recognised the health and wellbeing risks associated with its operations and has deployed a number of measures to mitigate these risks across its workforce and its supply chain. However, its participation in the Health in Construction Leadership Group (HCLG) has helped to recognise that there is still a huge amount that needs to be done.

Through engaging with HCLG, Lagan Construction Group has re-energised its commitment to tackling these issues head on, and at the beginning of 2016 a Health & Wellbeing Steering Group was established with two specific objectives:

- 1) To raise the awareness of health and wellbeing for employees throughout the Group;
- 2) To develop and implement a coherent plan of change to improve our performance in all areas.

The steering group engaged with the board, managers and representatives across the organisation in the development of a roadmap to ensure priority was given to key health and wellbeing areas identified through its health monitoring programmes and employee engagement activities.

What did you do?

Since the beginning of 2016 we have:

- Briefed all our employees as part of our routine Chief Executive employee roadshows on our commitment to health and wellbeing.



Figure 1 LCG health, safety and wellbeing logos (used through all company communications on the subject)

- Developed a health and wellbeing internal brand to sit alongside our current safety branding and communicated this out to the business.
- Reviewed our approach to health and wellbeing across all key aspects of our business and developed a roadmap to align to the key principles of our Business Excellence strategy.
- Developed and distributed an internal publication to share the roadmap and to provide key messages and further information on what health and wellbeing means and how it differs from safety.
- Expanded scope and services of the LCG Free Health Cash plan and deployed awareness seminars across the organisation to ensure all employees are aware of the services available.
- Collaborated with a mental health charity, 'Action Mental Health' to deliver personal resilience workshops available to all employees focusing on mental health.
- Health seminars and health checks offered to all staff covering blood pressure, blood cholesterol and glucose, BMI and consultation with a nurse.
- Deployed health promotion sessions to empower and educate staff and their families to make informed, positive healthy decisions.
- Deployed cancer awareness and lifestyle information sessions hosted by Action Cancer which include breast screening and skin scanner tests to detect skin damage as a result of exposure to UV rays.
- Deployed a series of 'spotlight' campaigns as part of our communication strategy to raise awareness of key themes covering such things as mental health, alcohol awareness, skin cancer and healthy eating.
- Introduced health campaigns at key points throughout 2016 to focus specifically on key health topics e.g. dust, skin cancer, musculoskeletal disease and noise. This included the issuing of toolbox talks, communications and audits/inspections focusing on these topics.

- Introduced prompts within our employee personal development and appraisal process to encourage an open conversation with line managers on health and wellbeing.
- Enrolled the organisation onto the Global Corporate Challenge to promote getting active and to develop healthy habits.
- Re-promoted our discounted gym membership scheme as part of a salary sacrifice benefit to encourage increased fitness.

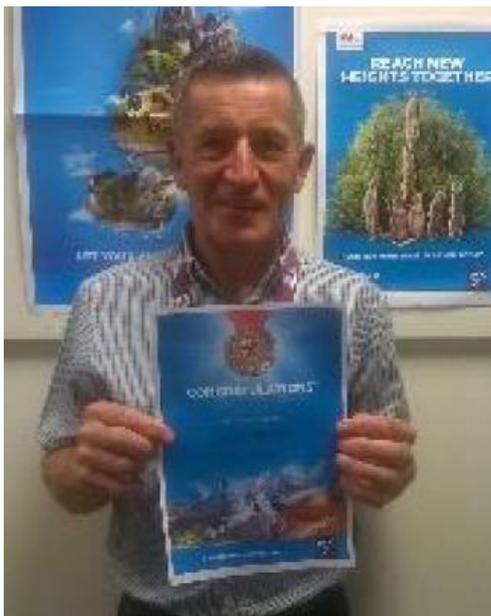


Figure 2 Global Corporate 100-day Challenge - helping improve fitness and health. Top stepper (Individual) – 3,904,361 steps over 100 days, average 39,000 steps per day

Key challenges faced

General point:

- We have not experienced any real barriers to this programme. The converse is actually the case with the majority of feedback being positive

Other comments:

- The level of change in an organisation (reality or perceived) can be a barrier to the effectiveness of deploying a health and wellbeing programme. Positioning and timing of the activities is crucial.
- Differing levels of capability and knowledge on what health and wellbeing means requires consideration. Education through training and communication is an important consideration.
- Whilst much can be done with limited budget, there are aspects which require up-front investment to realise the benefits down the line. The business case has to be carefully prepared and delivered.



Figure 3 Action Cancer bus and health checks

The main benefits

- Positive feedback from employees (verbally and from localised straw polls).
- Improved morale (anecdotal at this point).
- Rationalised third party providers providing simplicity of service across the organisation and associated financial benefits.
- Use of charity organisations to promote the subject promotes both organisations.

Measures of success

Other than 1:1 feedback and from anecdotal evidence it is too early to truly assess the impact of the roadmap. However, we are using the following measures to assess our progress:

- Absence data and reasons for absence
 - Reducing trend since April
- Employee opinion survey results
 - Measured each December with interim checkpoints
- Staff feedback via various communication forums
 - Bi-monthly CEO chaired communications forum
- Suggestion schemes
- Access rates to Health Cash Plan benefits
 - Measured quarterly
- Feedback from appraisals and implementation of agreed actions
- Positive levels of participation at events since launch of the programme over a four-month period (out of an available workforce of c800)
 - Global Corporate Challenge – 343 (43%) people participated
 - Appraisal training with wellbeing prompt – 107 (13%) people
 - attended
 - Resilience workshops – 70 (9%) people attended
 - Individual Health Screening – 121 (15%) people tested
 - Cancer Awareness – 100 (13%) people attended
 - Breast screening service – 37 (5%) people

Lessons learnt

- Get full buy in at Executive level.
- Engage as much as is possible with the operational teams and get their contribution.
- Monitor progress regularly.
- Ensure that all business communities are adequately covered e.g. operational staff, office staff.

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Figure 4 LCG health and wellbeing roadmap