

Designing user-centred, supportive work environments and wellness programmes informed by structured measurement and psychology

Healthy Cities Design Conference – 15th October

Cat Dean & Emely Broeker

The challenge



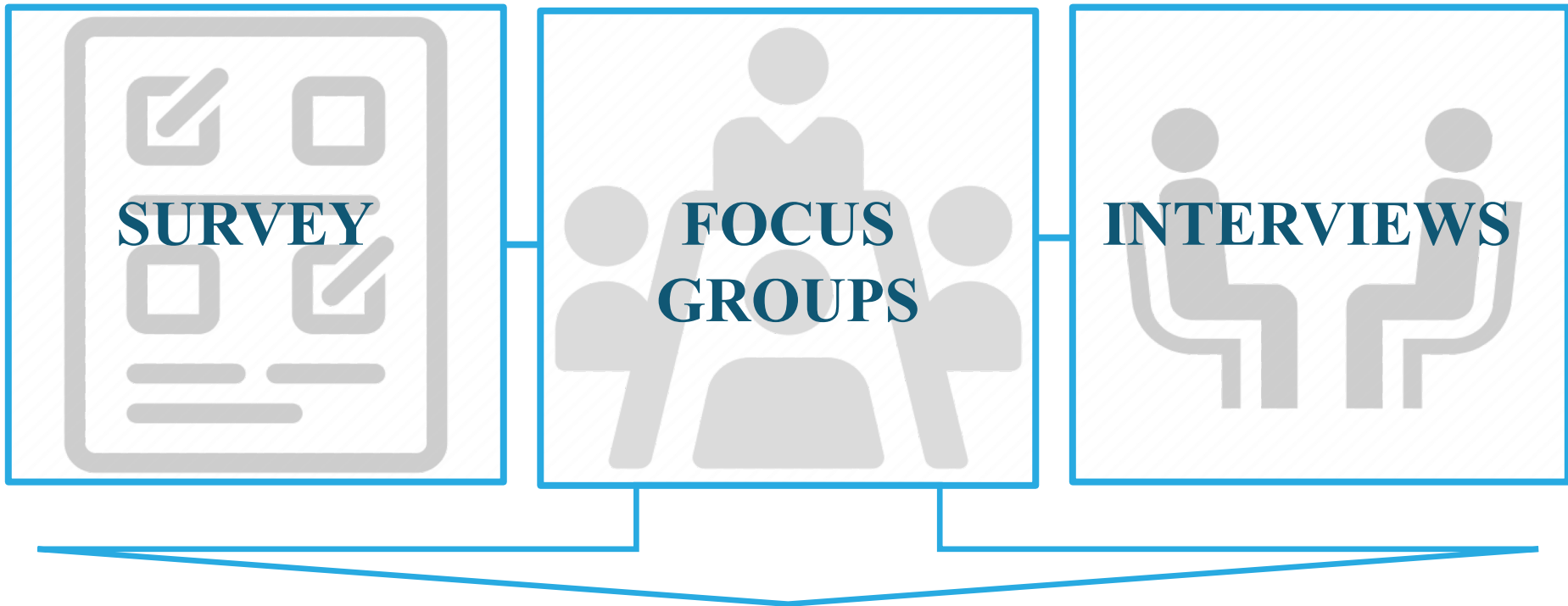
The context

- Work as Arup+, a consortium of 7 organisations
- Team of ~1400
- Geographically dispersed
- 7 year long project to deliver the hybrid bill



Our approach

Diagnostics



- 1. Affirm top wellbeing challenges**
- 2. Make informed recommendations**
- 3. Understand change readiness**

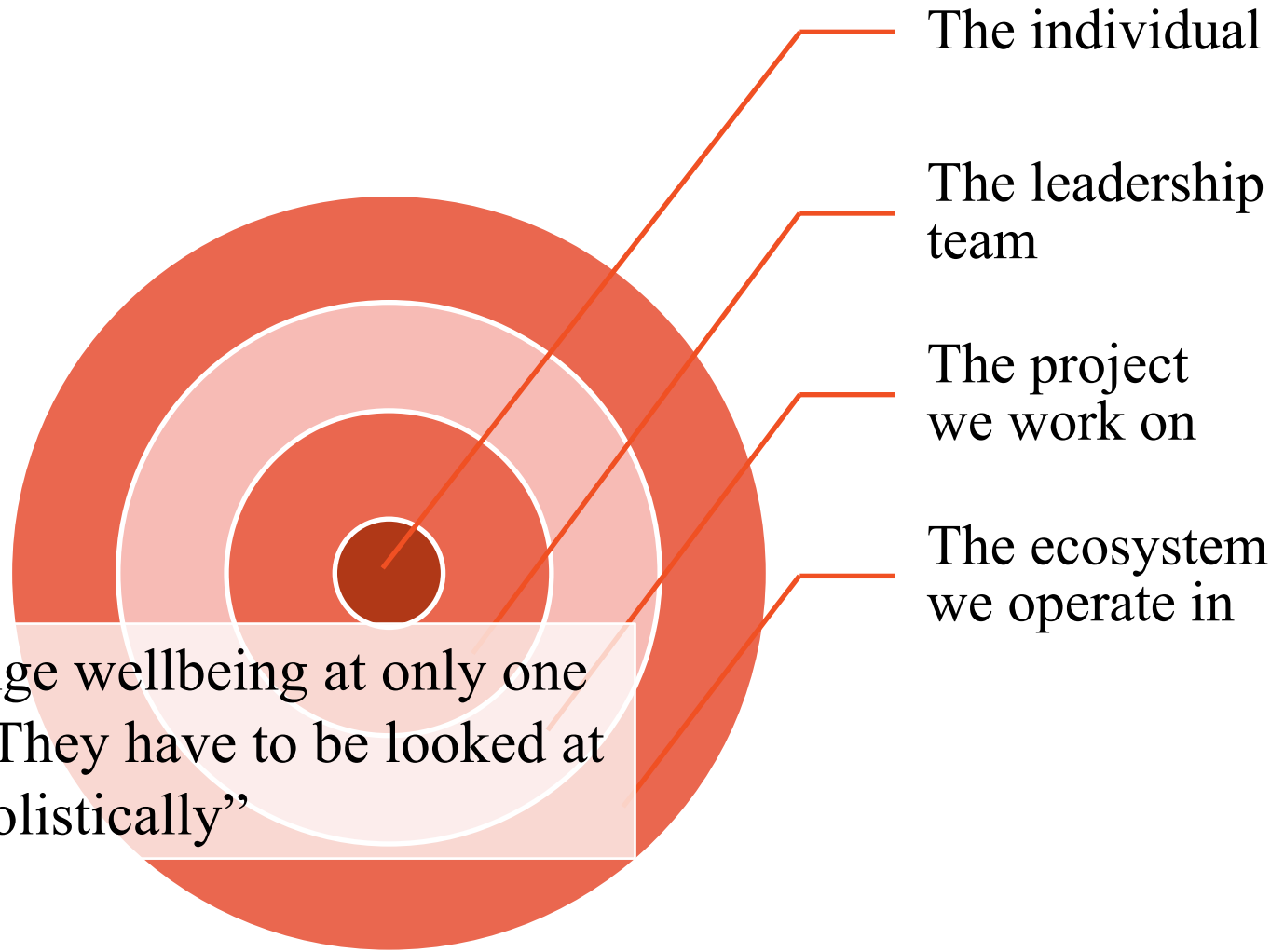
A shift...



Insights to Wellbeing


What emerged

A question of ownership



“You can’t change wellbeing at only one of these levels. They have to be looked at holistically”

A question of relationships

A woman in a green dress is standing and presenting to a group of people seated around a table in a modern office. She is smiling and gesturing with her hands. The group consists of several people of diverse backgrounds, all looking towards her. In the background, there is a whiteboard with a diagram on it. The office has large windows and a bright, airy atmosphere.

“There is a statistically significant positive correlation between feeling more able to rely on a manager, and feeling there is more support available for wellbeing in the context of the project”



A questions of systems, processes and tools

“Project management processes and tools, contractual arrangements, incentives, drivers have a deep effect on peoples’ can do and will do (work related wellbeing) and so their ability to perform”

Our response

Create ownership at all levels



3

Celebrate success

People often move straight onto the next goal without pausing to appreciate the effort and achievement of the previous work carried out.

Simply acknowledging success helps re-awaken the parts of our brain that are best suited to problem-solving, remaining persistent in the face of short-term set backs, thinking of new ideas, and strengthen relationships.

Action: Acknowledge the effort and input, as well as the outcomes, of work done so far at the start of your next project meeting

"I would like to pause to say well done for sticking with this task, under difficult circumstances. As a result, we have <describe impact>"

For more information and to request a contact:
Katie@hs2-wellbeing.com or katie@arup.com
hs2-wellbeing@arup.com

ARUP + ERM + FOSTER + PARTNERS + JACOBS
RAMBOLL + TYPSA + COSTAIN

Wellbeing Champions



We all have mental health, just as we have physical health. Both can fluctuate and hence change from one minute to the next. With 1 in 6 of us likely to experience common mental health challenges, including anxiety, and depression, managing our own mental health is important. Working on any project can be demanding and at times we are all likely to experience pressure, but there is strong evidence that we can take steps to reduce the effects on our wellbeing.

There are several, trained Wellbeing Champions on the project, who want our staff to flourish at work, and can assist you in finding ways how to deal with pressures if you encounter them. We are all passionate about promoting positive mental health across the project, and normalise conversations around the topic. We have an open ear to anyone that wants to talk, and can signpost to appropriate resources and support you moving forward.

You can come and speak to us anytime. Call, email or just approach us.
Anything that you share, will remain completely confidential



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Having someone to talk to can make all the difference!

!

If you have any queries, please contact the Arup+ Health and Wellbeing team. If you would like to speak to one of the Wellbeing Champions, use the contact details above.


Enhance relationships



ARUP

Improve system, processes and tools


Baseline: **Mar 2018**
 Forecast: **Aug 2018**
 Actuals: **W/E 28 Sep 2018**

 Reset filters on this page

Job Number Service Area

☐ Select All
☐ CD
☐ EOC
☐ ES
☐ PM/PC

Date



Selections

Please select what you want to see in the report. Filters can also be adjusted in each page. There are 8 pages to this report:

- 1) Selections;
- 2) Mobilisation;
- 3) Period Charts;
- 4) Cumulative Charts;
- 5) Variance;
- 6) Staff Billable Time Table;
- 7) Expenses Table;
- 8) Change Log.

Control Account Description	Job Number Description	Staff Discipline (EOC only)	Staff Company
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<input type="checkbox"/> Additional Provision 1 (2B Pass) - Hybrid Bill	<input type="checkbox"/> CD ACOUSTICS	<input type="checkbox"/> (Blank)	<input type="checkbox"/> (Blank)
<input type="checkbox"/> Additional Provision 2 (2B Pass) - Hybrid Bill	<input type="checkbox"/> CD BRIDGES & VIA	<input type="checkbox"/> EOC Agriculture	<input type="checkbox"/> Aravun Ltd
<input type="checkbox"/> Additional Provision 3 (wrap up) - Hybrid Bill	<input type="checkbox"/> CD BUILDING STRUCTURES & MEP	<input type="checkbox"/> EOC Air Quality	<input type="checkbox"/> Arup
<input type="checkbox"/> CDES - Additionally Instructed Works	<input type="checkbox"/> CD CONSTRUCTION LOGIS	<input type="checkbox"/> EOC Climate Change	<input type="checkbox"/> BC Building Services
<input type="checkbox"/> CDES - Construction Logistics Report - Hybri...	<input type="checkbox"/> CD DESIGN MGMT	<input type="checkbox"/> EOC Community	<input type="checkbox"/> Bourton Group
<input type="checkbox"/> CDES - Draft Initial Preliminary Design (2B Pr...	<input type="checkbox"/> CD DOCS FOR HYBRID BI	<input type="checkbox"/> EOC Ecology	<input type="checkbox"/> Clear Air Thinking Ltd
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<input type="checkbox"/> CDES - Midland Mainline	<input type="checkbox"/> CD GEOTECHNICS	<input type="checkbox"/> EOC Land Quality	<input type="checkbox"/> ERM
<input type="checkbox"/> CDES - Northern Powerhouse Rail	<input type="checkbox"/> CD GIS	<input type="checkbox"/> EOC Landscape and Visual	<input type="checkbox"/> Foster + Partners
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<input type="checkbox"/> CDES - Prep Baseline Surveys & Modelling	<input type="checkbox"/> CD HE Future Proof	<input type="checkbox"/> EOC Major Accidents	<input type="checkbox"/> Gillespies
<input type="checkbox"/> CDES - Prep Documentation to Support Hyb...	<input type="checkbox"/> CD HE Future Proof TN	<input type="checkbox"/> EOC Not Applicable	<input type="checkbox"/> Jacobs
<input type="checkbox"/> CDES - Prep Draft & Final CoCP	<input type="checkbox"/> CD HIGHWAYS	<input type="checkbox"/> EOC Socio-Economics	<input type="checkbox"/> Knight Architects
<input type="checkbox"/> CDES - Prep Estimate of Expense	<input type="checkbox"/> CD HYBRID BILL	<input type="checkbox"/> EOC Sound, Noise and Vibration	<input type="checkbox"/> Nomitech Ltd
<input type="checkbox"/> CDES - Prep Lot 3 - EqIA	<input type="checkbox"/> CD IM DEPOT	<input type="checkbox"/> EOC Stakeholder Management	<input type="checkbox"/> Palmer Heritage Ltd
<input type="checkbox"/> CDES - Prep Mobilisation (2B Prep)	<input type="checkbox"/> CD L3 HARDWICK HALL	<input type="checkbox"/> EOC Town Planning	<input type="checkbox"/> Park H&S Ltd
<input type="checkbox"/> CDES - Prep Public Consultations	<input type="checkbox"/> CD L4 LEEDS CORRIDOR	<input type="checkbox"/> EOC Traffic and Transport	<input type="checkbox"/> PJEC Ltd
<input type="checkbox"/> CDES - Prep Scope & Methodology Reports	<input type="checkbox"/> CD LANDSCAPE & V	<input type="checkbox"/> EOC Waste and Materials	<input type="checkbox"/> Plantrak Ltd
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<input type="checkbox"/> CDES - Prep Transport Assessment Surveys	<input type="checkbox"/> CD Leeds Sift-3 EI167		<input type="checkbox"/> Reading Agricultural Consulta...
<input type="checkbox"/> CDES - Project & Design Management (2B P...	<input type="checkbox"/> CD MANAGEMENT & CA		<input type="checkbox"/> Road Safety Consulting
<input type="checkbox"/> CDES - Value Management Studies	<input type="checkbox"/> CD Mid Main Line Mob		<input type="checkbox"/> RPS Group
<input type="checkbox"/> CDES - Working Draft EIAR & HRA - Hybrid ...	<input type="checkbox"/> CD MML Dore/Sheffield 3 Tracking		<input type="checkbox"/> Skyblue Projects Ltd
<input type="checkbox"/> EOC - Additionally Instructed Works	<input type="checkbox"/> CD MML Sheffield Stn Remodelling		<input type="checkbox"/> Strategic Ecological Solutions...
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Job Number Live?

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No

Yes

Instruction Class

Change

Core

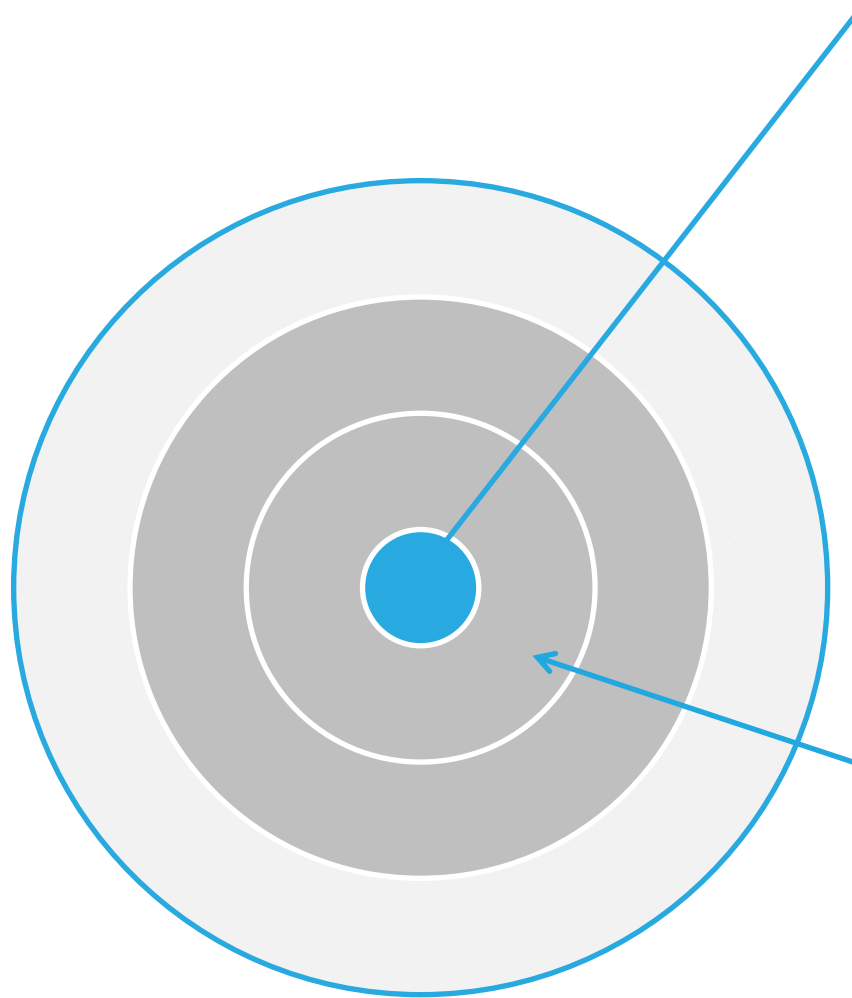
Moving forward

Can we ask the wellbeing questions differently?

How can we look at this differently?

The individual

Deep reflection about what it means to work 'well'
Individual ownership



Consider the system

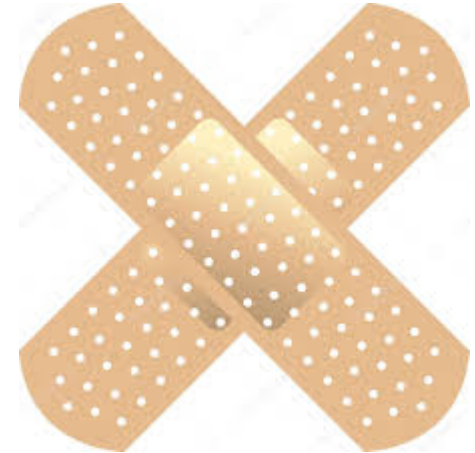
Understand what wellbeing means across the system
Self-driven, sustainable change

Should we be considering wellbeing differently?

- Is wellbeing something that can ever be ‘solved’?

Mindset shift:

- Connecting to what we, as individuals, need
- Connecting to what the system around us needs – and acting on this, even if the changes are small



What did we learn?

- Building ownership and accountability at all levels and system wide
- Getting people as involved in their own wellbeing story as they can
- Build opportunities to reflect and connect rather than dictated wellbeing interventions
- Allowing opportunities to influence the system to emerge

Maybe we need to shift our perspective on wellbeing: from a doctor patient model of 'curing' our wellbeing challenges, to a self led, or even community led approach. What do you think?