



CALL FOR PARTNERS: HAPPIER, HEALTHIER PROFESSIONALS PHASE 2

Introduction to Happier, Healthier Professionals Phase 2: social workers, police officers and teachers

We are seeking organisational partners (local authorities, police agencies and schools) who would be interested in delivering workforce well-being interventions in their workplace.

Employee wellbeing is increasingly recognised as a core ingredient in achieving any organisation's goals, given an emerging body of evidence linking employee happiness with overall productivity, engagement and turnover. Public-sector workforces in particular face added pressures due to resource constraints and budget cuts. This is why we're collaborating with researchers from the Harvard Business School, King's College London, University of East Anglia and What Works for Wellbeing to build evidence around ways to increase the wellbeing of social workers, police officers and teachers across England.

We are currently in the process of designing a second round of interventions to be trialled in 2020, based on insights from the field of behavioural science. These include interventions aimed at addressing issues relative to time pressure, social support, administrative burden, and recognition felt by employees. These interventions have emerged from a review of the existing academic literature, from discussions with local authority partners with whom we have worked in the first phase of the programme, and from additional roundtables attended by social workers, police officers and teachers.

About What Works for Children's Social Care (WWCSC)

We believe that all children should have the opportunity to live safely and happily, and to fulfil their potential regardless of their background or experiences. We recognise the need for research and evidence to support those tackling this ever evolving challenge, in children's social care and beyond. We work with others to collate and produce research that can be as useful to practitioners, policy makers and practice leaders as possible.

During 2019-2020, we ran the first phase of the Happier Healthier Professionals programme with social workers (see Annex 2 for details), where we learned more about the specific challenges relative to social worker well-being, and during this second phase, we will explore how these challenges apply to the police and teaching contexts, bearing in mind that there will be similarities and differences across the three workforces.

Who we're looking to work with and how to apply

The research will focus on implementing the intervention with:

- Social workers (caseholding practitioners) at local authorities;
- Police officers (frontline officers) at police agencies; and
- Teachers (classroom teachers) at sixth form colleges.

Your completed application form (Annex 1) should be e-mailed to wwcprogrammes@nesta.org.uk by no later than **5pm (GMT), Friday, 21st February, 2020**.

If you have a specific question not answered either above or in the Annex, please email shibeal.oflaherty@nesta.org.uk.

Types of Interventions

The intervention ideas we are currently interested in developing and testing include:

- **Pro-Time;** This intervention would provide employees with a specified amount of protected time (e.g. 1 hour) each week that they could use for a variety of personal purposes (e.g. wellbeing time, life administrative tasks), allowing them to 'cash in' time that they may have lost due to overtime worked (e.g. working through lunch breaks).
- **Letters of Recognition;** Short note from past beneficiaries (e.g. care leavers in the case of social workers) to employees, thanking them for the service they have provided.
- **Social Workers Inspiring Next Generation;** Messaging to new employees that include words of wisdom/advice/personal stories from other experienced workers; providing platform for new employees to share own experiences.
- **Harnessing Social Networks;** New employees prompted to nominate social support contacts (e.g. close friends and family members) who reach out to them at vital touch points during their new job (e.g. during assessment periods).
- **Physical Activity;** Employees prompted to take part in a physical activity on a regular basis in their workplace (e.g. for 30 minutes every Monday morning), facilitated by someone at the workplace (e.g. manager).

We will also launch a series of pilot studies, focussed on collecting qualitative data to build evidence around what works across the following areas:

- **Increasing access to parking;** Increase parking access (e.g. by providing paid parking permits) to employees, particularly in organisations with limited parking options.
- **Flex-Time;** Investigate the effective use of flex-time in organisations, whereby social workers are provided with the option to participate in a '9-day fortnight' (i.e. squeezing their hours into 9 days rather than 10 days, allowing them to take one day off during a two week period).

- **Dictation software;** Explore the option of providing employees with dictation software to verbally summarise notes which are then automatically transcribed for easy input into notes.

We will work with successful partners to establish which of these is most appropriate according to the particular workforce concerns highlighted by your organisation (i.e. staff burnout, retention) and any existing measures you have taken to address these.

Throughout the intervention duration, we will track individuals' sense of subjective well-being, as well as other potential moderators including motivation, burnout, and job satisfaction. We will also record retention and sickness absence rates to understand whether any increase in subjective well-being relates to organisational outcomes. This will involve data collection by partner organisations prior to, during and after the intervention launch, with timelines for these outlined by partnership agreements issued to project partners at a later date.

Once trials have been concluded, we will produce and disseminate a summary report in February 2021 which will outline the findings across the various interventions.

Partner requirements

Partners must:

- Participate in regular communications with the research team; this will involve assigning a point person on the project partner end who will be responsible for day-to-day facilitation of the project;
- Work directly with the caseholding practitioners in the case of children's social work teams in local authorities; frontline officers in the case of police agencies; and classroom teachers in the case of sixth form colleges;
- Participate in the research study methods and evaluation being led by WWCS, which will involve conducting a RCT, where partners will provide anonymised data to allow us to randomly assign employees to either receive, or not receive an intervention;
- Introduce internal processes where needed in order to ensure that interventions run smoothly;
- Provide the WWCS research team with access to anonymised individual-level employee data (including data from HR on retention, turnover, sickness absence rates), stripped of any personally-identifying information to comply with GDPR requirements;
- Agree to all timelines (including task and data collection deadlines) set out by the WWCS research team in a partnership agreement;
- Agree to the results of the research being published;
- Sign a partnership agreement which lay out these requirements.

We will not be requesting any personal data as part of the research. Anonymous data may be shared with our colleagues at UEA, King's College London and What Works Wellbeing.

For more information as to how Nesta uses personal data, please see our privacy policies [here](#).

Timeline and Project Milestones

The timeline for the intervention will be outlined via a partnership agreement. This timeline will include the following milestones, with associated deadlines:

- Consultation and intervention development by February 2020
- Baseline data collection by March 2020
- Intervention launch by April 2020
- Interim data collection by September 2020
- Intervention end by December 2020
- Endline data collection by January 2021
- Analysis and reporting by February 2021

Research Methodology

For the interventions outlined, the research will take the form of a Randomised Controlled Trial (RCT), which will involve randomly assigning half of employees to receive an intervention, with the other half - who do not receive the intervention - assigned to the 'control' group. By utilising RCTs to conduct the research, we will be able to compare outcomes for groups who received the intervention against those who didn't, and determine whether a particular intervention has had any effect.

Administrative Data

The administrative outcomes of interest will include (but are not limited to) sickness absence, employee turnover and staff wellbeing. We will gather this data before, after and possibly during the intervention period.

Wellbeing Data

Individual well-being data will be measured via short well-being surveys at various points throughout the study period (to be determined later during final study design). In order to encourage uptake on these surveys, we will provide financial incentives for employees who participate (e.g. the opportunity to be entered into a raffle to win vouchers).

Reporting

We will analyse the results and publish reports detailing our findings in early 2021. Our aim is that this will then provide organisations across the country with robust evidence of what does and doesn't work to promote employee well-being as well as move the needle on important organisational outcomes such as turnover and sickness absence rates. The insights generated from these interventions will also be used to inspire and promote further studies in this body of research.

Project Funding

WWCSC will cover the direct cost of interventions. In most cases, we will directly pay the service providers or purchase items (such as vouchers) required to deliver the interventions.

Where this is not possible - for example, some of the recognition interventions may require your organisation to choose and pay for rewards - we will reimburse all reasonable expenses (as agreed by the WWCS in writing in advance of spending). At the end of the trial, partners who wish to continue with implementing interventions will be responsible for any associated costs.

Indicative Application Timetable

Set out below is the proposed application timetable. This is intended as a guide only.

Activity	Dates
Call launched	Monday 20th January
Deadline for applications (to be emailed to wwcprogrammes@nesta.org.uk by 5pm GMT)	Friday 21st February
Partners informed of decision	By Friday 6th March

Annex 1: Application Form

Application form

Key Contact (i.e. key person responsible for leading the project)	Name	
	Role	
	Email Address	
	Telephone Number	
First Point of Contact (i.e. individual responsible for day-to-day project implementation)	Name	
	Role	
	Email Address	
	Telephone Number	
Second Point of Contact (for when the first point of contact is unavailable, e.g. due to annual leave)	Name	
	Role	
	Email Address	
	Telephone Number	

1.	Number and description of employees at organisation to be included in the research (e.g. 150 children's social care workers/classroom teachers/frontline officers)	
2.	Description of team structures (e.g. average number of employees per team, number of managers, as well as description of senior	

	members)	
3.	Description of challenges faced in organisation (e.g. with respect to retention, sickness absence rates, subjective well-being, workplace culture)	

We will store and use this information to contact you about your application. This will involve sharing details with What Works Centre Development Team members and our collaborators.

1.	Sponsorship	Please provide the name of the project lead (i.e. the senior-level figure responsible for high-level oversight of the project) and a signature to indicate his or her sponsorship of this application (digital signatures are acceptable).
2.	Evaluation	Please confirm your willingness and capacity to participate in the evaluation. Note, this may involve random assignment of staff to either receive the project offer, or not. [Max 200 words]

Annex 2: Background to the Happier, Healthier Professionals Project Phase 1: Social Workers

Phase 1: Social Workers

In the first round of the project, conducted in 2019, we worked with children's social workers and senior leaders in over 25 local authorities to understand the key issues affecting employee well-being, which was used to inform the design of three light-touch, low-cost behavioural interventions aiming to positively impact the well-being of social workers. These three interventions (outlined below) are now live in 15 local authorities, with the results due to be externally published in early summer, 2020.

1. Symbolic Awards: Letters of Recognition

This two-month intervention aimed at understanding whether small, non-material symbolic awards - namely, a personalised letter sent to each social worker from a senior-level figure in the local authority expressing gratitude to them for their hard work - could increase social workers' overall subjective well-being as well as their sense of feeling valued and recognised by their local authority.

2. Goal-Setting Intervention

This six-month trial involved having social workers set aside protected time each week to participate in a 'Social Worker Goals and Well-being Programme' - a tailored set of materials built on an existing programme developed by researchers at Royal Holloway University - to nudge social workers towards planning out their schedules and work tasks.

3. Symbolic Awards: Access to Free Coffee/Tea

During this six-month trial, we investigated whether a material display of recognition - providing employees with access to free, high-quality coffee and tea in the office as a signal of gratitude from their organisation - improves subjective well-being and reduces rates of sickness absence and turnover.

Annex 3: Terms and Conditions

Healthier Happier Professionals Terms and Conditions

Nesta (“**Nesta**”) acting via it’s What Works Centre for Children’s Social Care is working with King’s College London and Harvard Business School for our Healthier Happier Professionals project (the “**Programme**”). **Please read these terms and conditions, our [privacy policy](#) and all information on the Programme carefully before submitting an expression of interest and/or an application to the Programme.**

By submitting an expression of interest and/or application, you accept these terms and conditions and agree to comply with them. If you are submitting a response on behalf of one or more organisations or a team, you undertake to Nesta that you have the authority to bind each of them and that you will be responsible for ensuring that they comply.

1. What happens after you apply?

- 1.1 We will assess with our partners any applications received by the deadline set out in the Call and which satisfy the partner requirements set out in the Call. We currently intend to inform our shortlisted applicants of our decision by Friday, 6th March, 2020.
- 1.2 Our decision about eligibility, about selection of applicants for the Programme, and about the amount and type of support to be provided (if any), shall be final. We may publish general feedback on applications to the Programme, but will not provide detailed individual feedback or enter into correspondence with individual applicants.
- 1.3 Any financial or other support awarded by Nesta will be subject to satisfaction of all relevant legal and regulatory requirements, signature of appropriate legal documentation and completion of appropriate milestones. Any funds received must be through a legally incorporated organisation registered in the UK. We may only fund applications which meet our charitable objects and provide public benefit. We may impose conditions and restrictions on any private benefit or profit that may be derived from our grant. Financial support provided by Nesta may not cover all the costs of your project and VAT is not payable on grants.
- 1.4 You and your partners must bear any costs relating to the submission of your expression of interest, application and participation in the Programme. You must take independent legal advice if you are concerned about these terms and conditions or your participation in the Programme. Unless otherwise stated, each applicant may make only one application to the Programme.
- 1.5 We reserve the right to refuse to accept any expression of interest or applications; to suspend or withdraw the Programme at any time; to vary the form and substance of the Programme or extend the deadlines; to reduce or increase the number of applicants selected for each phase of selection or the amount of support available under the Programme; and/or to reject any proposal or withdraw a place on the Programme if you are in breach of these terms and conditions, fail to participate fully in the Programme or in the event of an actual or potential conflict of interest. If any selected applicant subsequently withdraws or is withdrawn from the Programme, we may select a replacement applicant, but will not be obliged to do so.

1.6 We reserve the right to vary the Programme or these terms and conditions at any time and at our sole discretion. Variations will take effect from the date they are posted on our website, so you must check this page regularly to see the current version. If you provide us with a contact email address, we will aim to notify you of any changes.

1.7 If you are unable to complete the expression of interest and/or application process due to a disability, please let us know so that we can consider whether reasonable adjustments can be made.

2. Your promises to us

By submitting an expression of interest and/or application for the Programme, you confirm on behalf of yourself and your partners that:

- all information and materials provided to Nesta by you or your partners are true, accurate and complete and you will notify us immediately of any changes to information or materials provided;
- you have provided us with all information which might reasonably be thought to be relevant or necessary for us to consider your application;
- you and your partners have, or will obtain as required, all authorisations, registrations, licences, consents and permissions necessary to submit your application, carry out your proposal and comply with these terms and conditions;
- in participating in the Programme, you and your partners will act lawfully, ethically and in good faith and will comply fully with equality and anti-bribery legislation and with any other applicable laws, regulations, guidelines and codes of practice, and will comply with our reasonable requirements, including in relation to health and safety and security, while attending interviews and workshops as part of the Programme; and
- neither you nor any of your partners has any actual or potential conflict of interest with Nesta (including with our trustees, officers or employees) in making your application or complying with these terms and conditions and you will immediately inform us if you become aware of any such conflict of interest.

3. Use of Information

3.1 We will use any personal information provided by you or your partners, including contact details for your staff and your partners' staff:

- for the purpose of assessing and evaluating your expression of interest;
- to process your application for Programme;
- to administer the Programme;
- to let you know about other Nesta events and activities, and
- to carry out evaluation and research.

3.2 We may share this information with our partner and any third parties helping us to run or evaluate the Programme, subject to appropriate obligations of confidentiality and data protection. Some of these organisations may process your information in

countries outside of the UK or European Economic Area (EEA) where data protection laws are not the same as in the UK and/or the EEA. Please see our Privacy Policy (<https://whatworks-csc.org.uk/privacy-policy/>) for more information about how personal information may be used.

3.3 We may carry out publicity and promotion for the Programme and publish our research and evaluation in relation to the Programme. You agree that you and your partners will participate in publicity for the Programme and consent on behalf of you and your partners to the use of the names of your organisations, a summary of your proposal, and photographs/recordings of your participation in the Programme, in promotion and publications relating to the Programme in any media and online.

3.4 Any publicity which you or your partners wish to carry out in relation to the Programme must acknowledge the What Works Centre for Children's Social Care, University College London and Harvard, and be approved by us in advance.

4. Limitation of Liability

4.1 To the extent permitted by applicable law, we will not be liable to you, your partners or anyone else in respect of any direct or indirect loss, or liability, costs claims taxes, charges or expenses, economic loss or loss of opportunity arising in connection with your expression of interest or application to, and your participation in, the Programme, and/or any reliance by you on any statement made or advice given by us, our partners or contractors. If you submit any materials or items as part of your expression of interest or application, you are doing so at your own risk. We give no undertakings to keep safely, maintain or return any materials or items. We do not make any warranty about the accuracy or completeness of the information provided by Nesta in connection with the Programme. Any dispute between you and/or your partners and/or any other applicant must be resolved between you and independently of Nesta.

4.2 Without prejudice to Clause 4.1, our maximum liability to you or anyone else under these terms and conditions and the Programme (including the Programme application process) (if any) will be limited to £500. Nothing in these terms and conditions shall exclude or limit our liability for death or personal injury caused by negligence or fraudulent misrepresentation made by us.

5. Governing Law and Jurisdiction

These terms and conditions shall be governed by and interpreted in accordance with the laws of England and Wales and both parties hereby submit to the exclusive jurisdiction of the English courts.