BRITISH SAFETY COUNCIL

Because Experience Counts

Five Star Wellbeing Audit

Specification October 2024

Contents

1. Introduction to the Five Star Wellbeing Audit Model 1
2. Five Star Audit process 2
3. Grading Thresholds / Criteria 3
4. Audit report, action planning and maturity model 4
5. Preparing for the audit 5
6. Standardisation and quality assurance 6
7. Specification details 7
8. Specification guidance 9
9. Maturity Model 14

1. Introduction to the Five Star Wellbeing Audit model

This document is intended to provide a summary of British Safety Council Five Star Wellbeing Audit process, together with details of the audit specification.

The Five Star Wellbeing Audit process involves an in-depth examination of an organisation's wellbeing policies, protocols and associated arrangements.

Health and safety risks in every organisation and can impact wellbeing performance.

The audit will therefore examine the key aspects of an organisation's integration of health, safety and wellbeing and offer a structured path for continual improvement towards best practice status.

Utilising relevant expertise, experience and acknowledging aspects of internationally recognised wellbeing performance models, British Safety Council has developed a unique Five Star Wellbeing Audit model that objectively evaluates wellbeing policies, protocols and arrangements against current best practice techniques and will provide organisations with evidence-based outcomes to develop their overall approach to wellbeing across the business.

The audit model is reflective of the recognised PLAN – DO – CHECK – ACT management cycle.

Five Star Wellbeing Audit: 2024 specification

Five Wellbeing Domains:

Domain 1: Health

Domain 2: Good work

Domain 3: Values and beliefs

Domain 4: Relationships and voice

Domain 5: Personal growth

2. Five Star Wellbeing Audit Process

The Five Star Wellbeing Audit is undertaken using the following process of objective verification:

The auditor will review all aspects of the organisation's wellbeing management processes and supportive arrangements against the requirements of British Safety Council's Five Star Wellbeing Audit specification.

The auditor will also assess the effectiveness of implementation of these arrangements through observation of relevant (agreed) site(s) and sampling of operational activities. Site sampling requirements will be discussed during the audit scoping process.

During the audit process, management, staff, and relevant stakeholders will be interviewed (as agreed) informally and formally, to discuss aspects of wellbeing management performance relevant to their roles and responsibilities.

After the interviews, consolidation and verification exercises will be undertaken to enable organisations to respond to the auditor's questions and provide additional documentation if required.

A subsequent report is produced identifying the strengths and areas for improvement within the organisation's wellbeing management arrangements, focusing on key wellbeing management outcomes including leadership, planning, implementation, performance review and continual improvement. The report also includes observations and recommendations, together with action planning, for consideration.

Five Star Wellbeing Audit 2024: Audit delivery process steps

- Review of wellbeing management documentation
- Interview with management, staff and other stakeholders
- Post interview consolidation and verification exercise
- Site tour, inspection, and operational sampling (when required)

3. Grading Thresholds and Criteria

The Five Star Wellbeing Supplementary Audit outcome is determined by application of British Safety Council's quantified system of evaluation which is aligned with our wellbeing maturity model (see section 4).

The overall audit grading is as follows:

Overall Score	Star Grading	Maturity Model Alignment
92% - 100%	★★★★★	Excellent (Achieved)
85% - 91.9%	★★★★	Good (Improving)
75% - 84.9%	★★★	Satisfactory
60% - 74.9%	★★	Moderate
50% - 59.9%	★	Initial

The Five Star Wellbeing Audit process focuses on four sections (46 elements) and five wellbeing domains as shown below:

Section	Wellbeing Audit criteria	Marks Available
1.	Organisational leadership, commitment and planning	1050
2.	Operational implementation	1650
3.	Performance monitoring and reporting	1050
4.	Continual improvement	750
	Total	**4500**

Domain 1: Health
Domain 2: Good Work
Domain 3: Values and Beliefs
Domain 4: Relationships and Voice
Domain 5: Personal Growth

The four sections of the audit model are divided into 43 elements which are reflective of the five wellbeing domains applicable throughout the audit specification (See section 8 of this specification). Wherever an element of the audit is not applicable to the organisation, then it is excluded from the audit process. (scoring is adjusted accordingly)

Individual element observations, together with an overall executive summary of performance against each of the five wellbeing domains, are detailed within the subsequent audit report.

The report also includes recommendations for improvement (as appropriate) together with identifying and recognising areas of strengths where best practice technique is currently considered to be effectively implemented.

4. Audit Report, Action Planning and Maturity Model

Upon completion of the audit process, a comprehensive report is prepared by the auditor and will be issued within 28 days. The report content will include:

- Executive summary (including graphical performance indicators)
- Overall star grading and sectional scoring
- Observations
- Recommendations for improvement
- Action planning tables.

The recommendations against the requirements of the Five Star Wellbeing Audit Specification 2024 are presented in tabulated colour coded format (as per the key below):

Grading system

Colour code	Priority	Definition
	High: Less than 60% awarded in this element	Recommendations to be implemented as a high priority action
	Medium: Between 60% and 99% awarded in this element	Recommendations to be implemented as a medium priority action
	Low: 100% awarded in this element	Monitor existing arrangements in this area to ensure effectiveness
	Not applicable	The requirements of this element are not applicable

The **green** coded area indicates **full marks** have been awarded in respect of the Five Star Audit scoring criteria. However, the organisation should continue to monitor the arrangements in order to maintain best practice. The **amber** coded area indicates where **some** marks have been deducted. The **red** coded area indicates where **significant** marks have been deducted in respect of the FivStar Audit scoring criteria.

Wherever marks have been deducted, a recommendation will be provided that, if followed and effectively implemented, will assist the organisation in working towards best practice standards. The action planning tables are also designed to allow the organisation to plan for implementation of the recommendations by self-populating the relevant columns as appropriate. If any elements of the audit specification are not applicable to the audited organisation, then these will be indicated as N/A. As with any time-bound audit, observations and recommendations made are based upon the agreed scope and depth of information made available during the audit process.

5. Preparing for the Audit

In order for the audit process to be as effective as possible, it is considered essential that pre-audit preparations are agreed and completed.

Once all logistical arrangements have been confirmed with the relevant British Safety Council Account Manager, the allocated auditor will make contact (no later than 10 days before the audit start date) with the appropriate person within the organisation to discuss and agree the audit details (timings, interviews, site inspections, induction process, security / PPE (Personal Protective Equipment) arrangements, etc).

The organisation will be provided with an audit preparation document, which will provide detailed information on how to prepare for the audit. This will include how to set up interviews and upload documentation onto British Safety Council's secure Teams portal (if required).

This audit preparation document and specification (see section 8) outlines examples of the various forms of objective audit evidence that the auditor is likely to request for review, including documented information such as records, policies, and procedures, together with verbal evidence from interviews and discussions with various levels of personnel and observations made during site inspections. The document provides a general overview of each section and a sample list of the type of documents that will be required. We appreciate that organisations may not have or need all these documents in their business – the list is a guide. Please note, however, that we can only award marks for what we are able to see.

If the documentation review is not being undertaken remotely. It would be advantageous if documentation is readily available (either electronically or in hard copy) for the auditor.

Some of this material may be retained by the auditor during the audit process (with explicit consent of the auditee).

All British Safety Council auditors are mindful of operational demands and requirements and will apply as much flexibility as is reasonably practical with the audit schedule.

6. Standardisation and Quality Assurance

British Safety Council auditors are appropriately qualified, highly experienced in wellbeing management and are subject to a robust internal quality assurance and appraisal process, in addition to the requirements of relevant professional bodies with whom they are members.

All audit reports are technically verified and quality-endorsed before being issued to clients. Auditors are also subject to “on-site” monitoring (subject to client agreement) on a sampling basis.

This specification document will be reviewed at least annually to reflect changes and trends in wellbeing management and best practice techniques.

7. Specification Details

Element Headings

PLAN	DO	CHECK	ACT
Section 1 **Organisational leadership, commitment and planning**	**Section 2** **Implementation and operation**	**Section 3** **Performance monitoring and measurement**	**Section 4** **Evaluation and continual improvement**
1.01 Organisational context and scope	2.01 Integration of wellbeing strategy and programmes	3.01 Monitoring and reporting (including HS) objectives	4.01 Top management review process
1.02 Wellbeing strategy, policy and objectives including mental health	2.02 Safe systems of work: • Remote/lone working including hybrid working • Management control of hazardous substances • Job design • Occupational road risk • Management of noise	3.02 Monitoring and reporting of programmes and plans	4.02 Analysis of effectiveness of leadership and commitment
1.03 Leadership and commitment	2.03 Fire safety and emergency response	3.03 Surveys, audits, sampling and Inspections and assessment models to be revised	4.03 Identification of opportunities for improvement
1.04 Wellbeing lifestyle programmes and planning	2.04 Working environment and worker welfare provision: • Working environment • Workplace welfare facilities • General welfare • Living accommodation • Toilet and washing facilities • Food preparation	3.04 Health and wellbeing benchmarking and impact monitoring	4.04 Evaluations of legal and other compliance
1.05 Stakeholder needs and expectations	2.05 Safe equipment and electrical installations	3.05 Health surveillance	4.05 Wellbeing performance reporting
1.06 Consultation and participation	2.06 Stress management	3.06 Accidents, incidents, non conformances, near miss reporting,	4.06 Analysis of integration of wellbeing management

7. Specification Details

Element Headings

PLAN	DO	CHECK	ACT
Section 1 Organisational leadership, commitment and planning	**Section 2 Implementation and operation**	**Section 3 Performance monitoring and measurement**	**Section 4 Evaluation and continual improvement**
1.07 Structure (roles, responsibilities and authorities)	2.07 Diversity, inclusion and equal opportunity	3.07 Ill health attendance monitoring and analysis	
1.08 Provision of resources and support	2.08 Employee assistance support (including counselling)	3.08 Monitoring of competence, behaviours and culture	
1.09 Risk management and resilience	2.09 Mental health awareness and support	3.09 Monitoring of third party suppliers	
1.10 Legislative compliance and other considerations	2.10 Attendance management, return to work and rehabilitation (including reasonable adjustments)		
1.11 Competency, capability, and development	2.11 Training and awareness		
1.12 Change management	2.12 Financial wellbeing – support and awareness		
1.13 Information management	2.13 Personal development		
1.14 Crisis management	2.14 Job design and organisation (autonomy and control)		

8. Specification Guidance

The following table contains typical evidence likely to be reviewed during the audit process, but is not a definitive nor mandatory index.

WELLBEING DOMAIN	PLAN	DO	CHECK	ACT
	Section 1 : Organisational leadership, commitment and planning	**Section 2: Operational implementation**	**Section 3: Performance monitoring**	**Section 4: Continual improvement**
Health	**Primary elements (1.02, 1.04, 1.05, 1.06 - 1.10, 1.14)** **Example evidence:** Policy commitment to: prevention of ill health; legal compliance; management of risk (profiling, assessment) Defined wellbeing strategy includes health factors such as occupational health surveillance and support, mental health protocols and support, lifestyle promotion and initiatives, welfare and workplace environment, health screening Defined health-based objectives and plans to achieve them Leadership behavioural programmes and core values Stakeholder surveys, consultation and participation mechanisms HR policies (for example equality and diversity, bullying and harassment, flexible working etc.) Communication, information and guidance policy / process Change / management process Wellbeing / mental health policies Reward / incentive schemes Stakeholder forums (committees etc.) and consultation / participation mechanisms Crisis Support Processes	**Primary elements (2.02-2.11)** **Example Evidence:** Effective implementation of systems of work (observational sampling) Risk assessment implementation (including stress) Safe working procedures (systems of work) Attendance Management and rehabilitation processes Reasonable adjustment processes Implementation of wellbeing initiatives and health promotion Implementation of workplace controls and welfare provision including first-aid (observation, records, interviews) Awareness and effectiveness of HR policies (e.g. diversity, equality, etc.) Awareness and effectiveness of assistance provision (counselling, occupational therapy, return to work, vocational rehabilitation, financial wellbeing support, etc.) Effectiveness of mental health support measures (e.g. training, control interventions, etc.) Consultation and participation processes (meetings, appraisals, training, development, etc.) Psychosocial risk assessment	**Primary elements (3.03-3.08)** **Example information:** Analysis of stakeholder surveys, feedback forums, etc. Review of internal (and external) audits, inspections and health monitoring Health surveillance reviews, trend analysis Analysis and reporting of accidents, ill-health, absence monitoring including cost / benefit trend analysis Training programmes Health surveillance awareness Health surveillance records, ill-health and return-to-work records	**Primary elements (4.03, 4.04)** **Example information:** Top management review meetings Continual improvement and identification of opportunities Health related performance reporting (CSR inclusion) Analysis of culture and leadership performance against KPI's and health related objectives Policy review Evaluation of legal compliance

8. Specification Guidance

WELLBEING DOMAIN	PLAN	DO	CHECK	ACT
	Section 1 : Organisational leadership, commitment and planning	**Section 2: Operational implementation**	**Section 3: Performance monitoring**	**Section 4: Continual improvement**
Good Work	**Primary elements (All elements)** **Example evidence:** Policy commitment to: prevention of ill health; legal compliance; management of risk (profiling, assessment) Leadership behavioural programmes and core values Stakeholder surveys, consultation and participation mechanisms, representation Training and personal development policy, processes, needs analysis, appraisals HR policies (for example equality and diversity, bullying and harassment) Dedicated resources (financial, personnel, equipment) Including third party resource Information and guidance Change management process Team meetings Job descriptions Work schedules, shift patterns, flexible working arrangements Incentive and reward schemes Defined roles and authorities Communication, information and guidance policy Safe working procedures (systems of work) Emergency planning	**Primary elements (All elements)** **Example evidence:** Effective implementation of systems of work (observational sampling) Risk assessment implementation (including stress) Implementation of lifestyle initiatives Effectiveness of workplace controls and welfare provision (observation, records, interviews) Training records, schedules, development programmes Appraisal records Implementation of diversity, inclusion and equal opportunity requirements Staff survey (culture) and feedback mechanism findings Action plans Lifestyle initiatives and health promotion Continual improvement examples Return to work and absence management processes Focus Groups	**Primary elements (3.02, 3.03, 3.08, 3.09)** **Example evidence:** Records of audits, inspections and sampling Improvement plan monitoring Health surveillance monitoring and analysis Health, safety and wellbeing objectives monitoring Legal compliance evaluation Accident, incident and ill-health monitoring and trend analysis Analysis of health promotion initiatives Effectiveness of consultation and participation processes (meetings, appraisals, training, development, shift patterns, work rota, etc)	**Primary elements (4.01, 4.03)** **Example evidence:** Top management review meetings including analysis of wellbeing integration Continual improvement and identification of opportunities Analysis of culture and leadership performance against KPI's and health related objectives Health, safety and wellbeing objective setting Policy review

WELLBEING DOMAIN	PLAN	DO	CHECK	ACT
	Section 1 : Organisational leadership, commitment and planning	**Section 2: Operational implementation**	**Section 3: Performance monitoring**	**Section 4: Continual improvement**
Values & Beliefs	**Primary elements (1.01-1.07, 1.10)** **Example Evidence:** Policy commitment to: prevention of ill health; legal compliance; management of risk (profiling, assessment) Aims and objectives Leadership behavioural programmes and core values Defined policies (diversity, inclusion, equality, disability management, etc.) Stakeholder surveys, consultation and participation mechanisms, representation Defined wellbeing strategy includes health factors such as occupational health surveillance and support, mental health protocols and support, lifestyle promotion and initiatives, welfare and workplace environment, health screening Training and development policy Change management policy Communication, information and guidance policy / process	**Primary elements (2.01, 2.03, 2.07, 2.08-2.14)** **Example Evidence:** Effective implementation of systems of work (observational sampling) Effectiveness of workplace controls and welfare provision (observation, records, interviews) Training records, schedules, development programmes Appraisal records Implementation of training and personal development plans / schedules Evidence of effective lifestyle and wellbeing initiatives Vocational rehabilitation Focus groups	**Primary elements (3.01, 3.02, 3.08)** **Example Evidence:** Improvement plan monitoring Wellbeing objectives monitoring Accident, incident and ill-health monitoring and trend analysis Analysis of health promotion initiatives Monitoring of behaviours, culture and participation of stakeholders Effectiveness of consultation and participation processes (meetings, appraisals, training, development, shift patterns, work rota, etc.)	**Primary elements (4.02, 4.03, 4.05)** **Example Evidence:** Top management review Analysis of staff surveys and feedback mechanisms Continual improvement opportunities CSR reporting Legal compliance

8. Specification Guidance

WELLBEING DOMAIN	PLAN Section 1 : Organisational leadership, commitment and planning	DO Section 2: Operational implementation	CHECK Section 3: Performance monitoring	ACT Section 4: Continual improvement
Relationships & Voice	**Primary elements** **(1.01, 1.03, 1.05, 1.06, 1.07, 1.12, 1.14)** **Example evidence:** Safe working procedures (systems of work) Leadership behavioural programmes and core values Stakeholder surveys, consultation and participation mechanisms, representation Training and personal development policy, processes, needs analysis, appraisals HR policies (for example equality and diversity, bullying and harassment) Communication, information and guidance policy / protocols Crisis Management, Change Management and Business Continuity Consultation and participation processes / policy Defined wellbeing strategy includes health factors such as occupational health surveillance and support, mental health protocols and support, lifestyle promotion and initiatives, welfare and workplace environment, health screening Training and development policy Reward and incentive schemes	**Primary elements** **(2.01, 2.06, 2.07, 2.08, 2.09, 2.13, 2.14)** **Example evidence:** Training records, schedules, development programmes Appraisal records Consultation and participation processes (meetings, appraisals, training, development, shift patterns, work rota, etc.) Minutes of: team meetings health, safety and wellbeing forum appraisal (121) Stakeholder surveys Participation of stakeholders in risk assessment, accident, incident investigations Reward and incentive scheme implementation Interviews with stakeholder(s)	**Primary elements** **(3.03, 3.04, 3.06, 3.08, 3.09)** **Example evidence:** Improvement plan monitoring Health surveillance monitoring and analysis Wellbeing objectives monitoring Accident, incident and ill-health monitoring and trend analysis Monitoring of behaviours, culture and participation of stakeholders Review of effectiveness of communication and participation protocols	**Primary elements** **(4.02, 4.03, 4.05)** **Example evidence** Top management review process Identification of continual improvement opportunities Analysis of staff surveys and feedback mechanisms

WELLBEING DOMAIN	PLAN	DO	CHECK	ACT
	Section 1 : Organisational leadership, commitment and planning	**Section 2: Operational implementation**	**Section 3: Performance monitoring**	**Section 4: Continual improvement**
Personal Growth	**Primary elements** (1.02, 1.03-1.07, 1.11) **Example evidence:** Leadership behavioural programmes and core values Stakeholder surveys, consultation and participation mechanisms, representation Training and personal development policy, processes, needs analysis, appraisals HR policies (for example, equality and diversity, bullying and harassment) Consultation and participation processes / policy Defined wellbeing strategy includes health factors such as occupational health surveillance and support, mental health protocols and support, lifestyle promotion and initiatives, welfare and workplace environment, health screening Training and development policy Reward and incentive schemes	**Primary elements** (2.01, 2.06-2.13) **Example evidence:** Training records, schedules, development programmes Appraisal records Consultation and participation processes (meetings, appraisals, training, development, shift patterns, work rota, etc.) Minutes of: team meetings health, safety and wellbeing forum appraisal (121) Stakeholder surveys Psychosocial risk assessment implementation Participation of stakeholders in risk assessment, accident, incident investigations Reward and incentive scheme implementation Interviews with stakeholder(s) Return to work records, employee assistance programme records	**Primary elements** (3.02, 3.03, 3.04, 3.08) **Example evidence:** Improvement plan monitoring Health surveillance monitoring and analysis Wellbeing objectives monitoring Accident, incident and ill-health monitoring and trend analysis Monitoring of behaviours, culture and participation of stakeholders Review of effectiveness of training and development process	**Primary elements** (4.01, 4.02, 4.06) **Example evidence:** Top management review Analysis of staff surveys and feedback mechanisms Continual improvement

9. Maturity Model

Within this latest specification five elements have been selected whereby clients will be objectively assessed and scored for compliance. The table below are some of the specific evidence requirements that are needed to gain the prescribed marks. The full list will be provided once a five-star audit has been confirmed.

Element	Minimum (10 marks)	Inconsistent (20 marks)	Managed (30 marks)	Effective (40 marks)
Commitment & leadership	• A Senior manager has signed off the wellbeing / OHS Integrated policy • There is a Senior Manager designated accountable for Wellbeing • Subject matter management's personal objectives include health, safety and wellbeing targets	• A Senior manager has signed off the wellbeing / OHS Integrated policy • There is a Senior Manager designated accountable for Wellbeing • Accountable Senior Managers personal objectives include OHS and wellbeing targets	• A Senior manager has signed off the wellbeing / OHS Integrated policy • There is a Senior Manager designated accountable for Wellbeing • Some Senior management personal objectives include OHS and wellbeing targets • Some Senior leadership have had formal training in their Wellbeing responsibilities within the last 5 years	• A Senior manager has signed off the wellbeing / OHS Integrated policy • There is a Senior Manager designated accountable for Wellbeing • All Senior management personal objectives include OHS and wellbeing targets • All Senior leadership have undertaken formal training in Wellbeing Responsibilities within the last 5 years
Legislative & other Compliance	• An undocumented procedure in place to evaluate compliance with legislation and other requirements	• A documented procedure in place to evaluate compliance with legislation and other requirements • Evidence of controls in place to meet compliance	• A documented procedure in place to evaluate compliance with legislation and other requirements • Evidence that the organisation has exceeded compliance requirements.	• Evidence of a process designed to evaluate upcoming legislative, sector and other requirements • Evidence of controls in place to meet compliance
Competence, Capabilities & Behaviours	• Job description is available and focuses on roles and responsibilities • HR onboarding programme is in place • Training needs analysis done in ad hoc manner	• Job description requires basic awareness and attendance at wellbeing training sessions • Training Matrix and Training Calendar available (who attends which training) • Training effectiveness (assessment of understanding) checks carried out at times	• A documented learning / training needs analysis done • Training matrix and training calendar available • Required to actively participate in wellbeing initiatives and integrate wellbeing practices into daily work activities • Onboarding includes detail on: Wellbeing Programmes, Plans, and Benefits	• Wellbeing is implemented through mandatory training, work processes and mentoring/coaching teams and individuals. Champion a culture of wellbeing • Onboarding includes: Organisational Values and Beliefs • A documented learning needs analysis is undertaken at least every two years • There must be a documented procedure for the management of competence and training • The delivery of training programs considers the ability, learning style and language

Element	Minimum (10 marks)	Inconsistent (20 marks)	Managed (30 marks)	Effective (40 marks)
Management of Change (MoC)	• A simple procedure on MoC is in place • A checklist is used to address the points related to intended change • Simple risk assessment is carried out for some changes • There is a communication process, however it doesn't reach all stakeholders in MoC	• The procedure contains some elements of MoC • Evidence of understanding of elements MoC • 'What can go wrong' with the implementation of intended change has been recorded • Those concerned get communicated before and after the change has been implemented	• The procedure contains many essential elements of MoC • Evidence of some changes that have been implemented have undergone formal process of MoC • The team undertaking change clearly understand the benefit of risk assessment before initiating MoC • Impact on health and safety is analysed through risk assessment before initiating change	• Defined document procedure for management of change. • Must include definition of what MoC ('Like for like' change is not MoC) • Evidence of stakeholder involvement in the MoC process • There must be defined responsibilities, roles and accountabilities

British Safety Council

Work.Life
Kings House
174 Hammersmith Road
London W6 7JP

T +44 (0)20 8741 1231
E ask@britsafe.org
www.britsafe.org/audit
/britishsafetycouncil
@britsafe
/company/british-safety-council