



THE WHOLE PICTURE PROGRAMME EVALUATION

FINAL REPORT

December 2022

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EXECUTIVE SUMMARY

The Whole Picture Programme was a two-year urgent response to the mental health crisis in the film and TV industry. It aimed to address some of the immediate effects of that crisis on film and TV workers, whilst beginning the longer process of changing the industry's culture and behaviours.

The programme has made a positive contribution on both these fronts, through a combination of practical tools for individuals and productions and by driving an evidence-based conversation about mental health across the industry. Two years in, 80% of survey respondents sensed a positive change in culture. Mental wellbeing indicators have improved a little and we note a significant decrease in people saying they experienced bullying and harassment.

The programme was led by the Film and TV Charity with the support and involvement of production companies, broadcasters and other industry leaders, and with the involvement of many individuals from across the industry. Whilst other factors have also contributed to changing perceptions of mental health, and the Film and TV Charity and their partners have not been alone in their efforts to bring about change, the programme has been a leading contributor to the change that has occurred.

Change is beginning to happen

The three pillars targeted by the programme – **Capability, Culture and Conditions** – have all shown positive change in the last two years, though it is important to recognise that they were starting from a relatively low base.

More film and TV workers now think the industry is capable of supporting workers' mental health, and this includes workers within the freelance community¹ who have historically felt excluded from on-set support. Our findings indicate that line management training for those in people management roles is badly needed, and has the potential to transform how behavioural challenges, complaints and wellbeing concerns are handled. Over half of respondents said better line management would help them manage their wellbeing.

Culture is beginning to change, with more frequent and open conversations about mental health and wellbeing. Whilst this is also true of the wider public discourse, it is notable given previous levels of stigma in the industry. More workers now think that the people they work with have positive attitudes towards mental health. There was also an increase in those thinking the industry as a whole had positive attitudes towards mental health, but only up from 20% to 25%, so there's more to be done here. Survey results indicate that experiences of bullying, harassment and discrimination reduced significantly in 2022 but were still unacceptably high at 46% of survey respondents. We heard that when challenging behaviour is reported, there are still rarely consequences or significant repercussions for the perpetrator. Consequently, reporting remains infrequent.

Conditions may be the most difficult pillar to change, given the ingrained nature of some working practices. However, survey responses show **a decrease in extreme working hours despite a production boom in the industry**, and fewer workers feeling the need to be always available to take on extra work. Both of which show that change is possible. Our evaluation ended too early to identify how the cost-of-living crisis was affecting industry workers, but a theme across both years of

¹ Self-employed and those employed on short term contracts

the programme was the positive impact that prompt payment could have on freelancers' mental health and wellbeing. 35% are affected by worries about late payments.

Collaborating across the industry to develop solutions to the mental health crisis

The Whole Picture Programme was an evidence-based, developmental programme, with all interventions designed in collaboration with people from the industry. Our findings show that some improvements have been achieved, and that more still needs to be done. Industry leaders and partners recognise the need for change, and have been encouraging and supportive thus far. However, long term sustained progress will depend on greater leadership and action from the Taskforce and other partners.

Responses from the Looking Glass surveys and the Behaviour Change Campaign survey strongly indicate that the workforce believes that real change requires deep and visible commitment from the top level of the industry, in both word and deed. Taskforce members and other partners are already in the vanguard of addressing the industry's mental health issues, and are uniquely placed to demonstrate leadership in implementing the solutions the programme has created. This will bring the programme's ambitions for a mentally healthier workplace to life and act as an exemplar for others to follow.

Learning what works

As with any developmental approach, the programme's plans evolved in the light of feedback from the industry, and programme partners learned together about what worked in practice.

The Whole Picture Toolkit, the Bullying Advice Service and the Support Line are particularly effective interventions, and the Whole Picture Toolkit has the potential to change on-set culture and behaviours on a much larger scale if widespread adoption can be achieved. The Freelancer Wellbeing Hub also shows promise, and would benefit from wider promotion to the freelancer community.

The Behaviour Change Campaign was less effective, with limited visibility thus far, in part because of practical challenges that limited the planned scope of the campaign. Our findings suggest that the programme's more practical approaches to changing behaviours, such as the Whole Picture Toolkit, have more potential to change behaviours and practice.

We also found that **interventions that integrated an element of human support alongside digital resources were more impactful than self-service resources**. For example, the Engagement Producers supporting implementation of the Whole Picture Toolkit, and the Bullying Advice Service in contrast to the online Spot recording resource.

Driving an evidence-based conversation about mental health

The Whole Picture Programme galvanised the industry to talk and think about mental health.

The evidence generated by the Looking Glass research gave the issue shape and scale, and the robustness of the evidence made the issue unignorable. By engaging senior industry leaders and practitioners across the industry, the programme began a conversation about how the industry could and should be different, and how to achieve this. At this two-year mark, the programme has shown that, with relentless focus and strong industry engagement, change is possible. **And with much still to do, the conversation and action must continue.**

1 INTRODUCTION

1.1 Rationale for the programme

The Film and TV Charity, formerly the Cinema and Television Benevolent Fund, has a long history of providing support to, and has evolved alongside, the industry. As it embarked on a mission to reach more people and have greater impact, reinventing itself under its new name and tackling a perceived mental health crisis in the industry was a bold move. However, as an organisation whose stated vision is:

“A supportive film and TV community that works together to make our industry work better”

tackling these issues was a natural fit and aligned with their organisational goals to:

- ★ offer a helping hand to everyone working behind the scenes
- ★ catalyse change to address the challenges and inequalities faced by the people who are at the heart of our industry

The decision to commission the Work Foundation to carry out research into the state of mental health in the industry was an important first step. The 2019 Looking Glass research provided the evidence base to justify a programme of work that would tackle the underlying causes of the mental health crisis in the film and TV industry described in the report.

With this research completed and shared across the industry, the Film and TV Charity was well positioned to start tackling the causes. Recognising that these were not quick fixes and that the programme would need to lay the foundations for long term change, the ambition of the Whole Picture Programme was planned as a two-year urgent response to the research findings, as part of a 10+ year sustainable plan to support the long-term mental health of the industry.

1.2 Aspirations

The aspirations for the Programme were ambitious, as expressed in the Theory of Change that was developed for the programme:

People and their creativity are the heart of the screen industries, and yet the sector’s culture and conditions have contributed to a mental health and wellbeing crisis amongst those very people. Without action, the industry risks losing talented people, stifling creativity and ultimately losing competitiveness.

Structural issues compound the challenge, with the high proportion of freelancers in the workforce and the fact that ‘the industry’ is made up of many diverse industries each with their own markets and drivers.

The Film and TV Charity is unique in its mission to support all people across the screen industries, transcending sectoral and professional boundaries. Therefore, it’s well placed to lead a culture change that benefits all in the film and TV industries.

The Whole Picture Programme is designed to kickstart a culture change and begin the industry-wide conversation about becoming a **sector that prioritises its people's wellbeing as a key driver of creative and commercial success.**

The programme's interventions are a combination of:

- Responding to immediate mental health needs of individuals in the industry, such as bullying, peer support and training
- Fostering longer term cultural change, through a behaviour change campaign, developing tools for mentally healthy productions, and convening an industry-wide movement to change culture and working practices

This combination will build momentum through early practical changes, whilst laying the foundations for longer term shifts in culture and practice.

Crucially, all programme activities are being co-designed with the industry, to ensure relevance and buy in from the beginning. The Charity may be the catalyst for change, but the industry needs to lead in the long term.

1.3 Programme approach

1.3.1 A developmental approach

The Programme Team chose to adopt a developmental approach to the programme. This was in recognition that they would be operating in a changing landscape with other players also developing solutions to the crisis that were highlighted and evidenced by the Looking Glass research. The Programme Team also understood that some of their proposed solutions and planned deliverables may need to be adapted - and potentially halted - to find the right solutions, delivered by the right bodies and to allow the industry as a whole to contribute to the overarching aims of the programme. This required an evaluation running alongside, to enable learning in real time to help steer the programme from a reliable evidence base.

“The programme must be designed for impact, and must monitor, learn and adapt as it moves forwards.”

The Whole Picture Programme Report February 2020

1.3.2 A collaborative approach

Another core feature of the programme was that it was collaborative, and industry-led. To enable this, the programme strived to gain industry engagement at all levels and across all aspects of the work and tried to adopt a co-creative approach to finding solutions.

1.3.3 A multi-dimensional approach

The issues facing the industry are multi-faceted and so required multiple solutions. The programme was designed to work across different aspects of the industry from production to training, raising awareness and offering support.

The audiences were equally diverse across the industry and the programme aimed to reach them all but with a particular focus on:

- ★ under-represented groups

- ★ senior managers
- ★ middle managers
- ★ freelancers

1.3.4 Long-term and short-term goals

As described by the Theory of Change, there was a need for a response to the immediate crisis as well as action to bring about long-term change. The programme aimed to deliver a package of shorter-term deliverables offering practical support and advice to people in the industry struggling with mental health problems, whilst at the same time working alongside the industry to bring about long-term change.

1.4 Programme deliverables

Based on this approach, and underpinned by the Looking Glass research, the programme was structured to tackle the causes relating to Conditions, Culture and Capability by:

- ★ improving support for people in the industry
- ★ building the industry's capacity and capability to prevent and manage mental health problems
- ★ changing behaviours, at all levels
- ★ improving working practices to mitigate mental health issues

From these four goals, seven workstreams were identified. In line with the programme's collaborative ethos, each workstream was co-developed with a working group drawn from the industry, so that all interventions were both co-designed and tested by people who would ultimately use them. The workstreams were as follows:

1.4.1 Mentally Healthy Productions – The Whole Picture Toolkit

Plan

A set of best-practice guidelines for use on any TV or film production in the UK, to protect and support the mental health and wellbeing of those working on that production. Applicable to everyone involved in production from development to post-production.

What was delivered

- ★ The Whole Picture Toolkit: an online suite of evidence-based advice, guidance and tools to support productions to become mentally healthy workplaces, which brought together best practice from industry and non-industry sources; the toolkit includes a diagnostic to enable users to identify the most relevant starting point for improving their work practices and the tools that would enable them to do so
- ★ Support from an Engagement Producer to help 'early adopter' productions implement the toolkit interventions

1.4.2 Bullying and Collective Accountability

Plan

A package of measures woven across all programme areas to tackle bullying, supported by a system of industry-wide collective accountability which would enable reporting of bullying incidents.

What was delivered

- ★ An online directory of anti-bullying resources that provides advice on recognising bullying behaviour, how to address it, where to get support and how to prevent bullying

- ★ Spot – a digital recording tool for recording bullying behaviour – was funded for two years whilst other collective accountability systems were explored; this enabled users to record incidents and share should they wish to do so
- ★ A telephone Bullying Advice Service to provide individuals with advice and support on dealing with bullying incidents
- ★ Development of films to support the Behaviour Change Campaign's planned anti-bullying spike (yet to be launched)

1.4.3 Behaviour Change Campaign

Plan

A scientific, industry-bespoke culture change programme to reduce stigma around mental health, address unhealthy behaviours and attitudes, and explain the benefits of open, healthy workplaces.

What was delivered

- ★ The Let's Reset campaign was launched in October 2021 to make people in the industry aware of the support available and to encourage everyone to start making changes to provide a more supportive work environment.
- ★ A downloadable suite of creative assets to be used by partners and workplaces to promote the Let's Reset messages
- ★ The Let's Reset manifesto, which companies and industry bodies pledged their support to; it was published in industry press, social media and displayed on billboards and outside studios, and included the logos of major industry supporters

1.4.4 Training+

Plan

The development of a full, standardised programme of training about mental health. This would include types of line manager training and training to address the underlying causes of poor mental health in the industry, based on a comprehensive review of existing provision and evolving requirements.

What was delivered

- ★ White paper providing an analysis of the state of mental health training in the industry, specifically availability, accessibility and barriers
- ★ Guidance and a framework for employers to support best practice in mental health training

1.4.5 Community Support

Plan

An industry wide, digital platform to enable people to connect, use their experiences to support one another, and access self-help resources. This work would expand to in-person activity when Covid-19 allowed.

What was delivered

- ★ Peer support was provided through the TogetherAll platform initially, whilst co-developing the concept of the industry wide connection platform; this co-development process revealed that individual support resources were more needed and wanted, which informed the development of the Freelancer Wellbeing Hub instead
- ★ Online Freelancer Wellbeing Hub, with a wide range of wellbeing support resources, and a 'check in' diagnostic to identify an individual's support needs and signpost them to the most appropriate resources for their current needs
- ★ Freelancer Connector Grants to support groups offering social connections and peer support
- ★ Freelancer events to support networking

It should be noted that the Freelancer Connector Grants and events were not delivered as part of the programme, as both initiatives were adopted early into business as usual. However, it was agreed they would remain within scope of the evaluation.

1.4.6 Support Line 2.0

Plan

Launched in April 2018 the Support Line delivers personalised mental health support to the entire industry workforce, 24/7 and free at the point of use, as part of its wider support offering. The service was to be expanded under the umbrella of the Whole Picture Programme, following a review of its therapeutic services.

What was delivered

The review took place in December 2021 and the Support Line is currently being retendered in light of that review. During 2022 the service lead implemented a detailed monitoring and evaluation framework for the whole Support Line, not only the mental health offering. Whilst detailed evaluation of the service was not in scope of the evaluation during 2022, the Support Line is interwoven with some of the other Whole Picture Programme deliverables, and is referenced in relation to these and the programme's strategic added value later in the report. In the year October 2021 to September 2022, 1841 individuals accessed the Support Line, and the counselling service accessed via the Support Line provided 529 counselling sessions.

1.4.7 Impact and Innovation

Plan

This workstream included a range of activities to learn from the programme in real-time and stimulate further innovation in increasing support, changing culture, building capacity, and improving working practices. The external evaluation was a key deliverable, as was the use and application of findings during the evaluation period and beyond. In addition, the Charity committed to continuing to build the evidence base by repeating the Looking Glass survey at regular intervals. A wellbeing and innovation fund was also planned.

What was delivered

- ★ The Evaluation Sub-Group supported the evaluation of the programme, and the external evaluation team worked alongside the Programme Team to capture evidence of outcomes, gather learning and offer advice and support about the direction of the programme
- ★ The Charity used the learning from the first year of the evaluation to inform programme adaptations and developments for 2022
- ★ The Charity also adapted workstream plans in the light of learning and feedback from the industry about what was needed and what would work in a complex and dynamic operating environment
- ★ The Looking Glass survey has become a repeated survey, initially administered by the external evaluation, but now being embedded into the Charity's processes for future years
- ★ The Charity also commissioned statistical modelling based on the Looking Glass 2021 data, to understand more clearly the factors contributing to good and poor mental health.

A knowledge-sharing summit (conference) was planned for November 2022; this was delayed to February 2023 due to transport industrial action on the original summit date. Holding a conference at the end of 2021 would have been premature given that workstream working groups were still developing their products. However, the Charity did hold a launch event in early 2022 for the Whole Picture Toolkit, which was an opportunity to bring the industry together and share learning to date.

1.5 The evaluation

The evaluation was designed to measure impact and gather learning. Underpinned by the Theory of Change, the evaluation focused on:

- ★ the outcomes achieved during the programme funding period (to October 2022)
- ★ what these outcomes indicated about longer term outcomes and impacts that will develop beyond the current funding period
- ★ the effectiveness of the programme's activities in contributing to those outcomes
- ★ the Charity's and programme's influence upon the industry in fostering culture change

The Theory of Change was refined with the Programme Team in early 2021. At the same time a range of indicators for measuring reach and change were defined, so that the aims and outcomes of the Programme could be evidenced during and beyond the evaluation period. The aims, outcomes and indicators are summarised in the table below. Indicators in blue text were identified as priority indicators for evidencing change.

Whole Picture Programme Refined Theory of Change

Aims	
Mitigate the mental health crisis in the film and TV industry	Create a movement for change in culture, working practices and behaviour across the film and TV industry
We will do this by	
Providing critical and urgent support to individuals experiencing mental health issues and bullying	Working with industry partners to define and mobilise a shared commitment to ways of working that support the workforce’s mental wellbeing
Outcomes (what will change as a result)	
Recipients of individual support: <ul style="list-style-type: none"> • Able and willing to seek support • Take action to challenge inappropriate behaviour • Experience improved mental health 	Industry bodies: <ul style="list-style-type: none"> • Commit to working together to create a mental-health-promoting culture across the industry • Take action to promote and embed mentally healthy working practices in their sectors/constituencies Companies: <ul style="list-style-type: none"> • Adopt mentally healthy working practices • Improved mental health across the workforce • Reduced bullying across the workforce Recipients of mentally healthy productions support: <ul style="list-style-type: none"> • Know how to create a mentally healthy work environment • Take action to ensure a mentally healthy work environment People who work in the industry: <ul style="list-style-type: none"> • Aware that mental health issues are common • Aware of how to get support • Willing to access support • Willing to take action to challenge inappropriate behaviour • Improved mental health • Aware of appropriate and inappropriate behaviours when interacting with others • Reduced bullying

Indicators for measuring reach (those in blue text selected by the Charity as key indicators)	
Number of people supported with individual interventions (NB Examples of interventions include SPOT, anti-bullying support and resources etc – the list of interventions will be drawn from all workstreams offering an intervention, and will grow as deliverables are defined. There is no requirement to produce a definitive list for the framework.)	Number of partner organisations engaged in promotion of mentally healthy work practices <ul style="list-style-type: none"> • Industry bodies (number plus %) • Companies (number plus % at overall and subsector level) Number of productions implementing WPP mentally healthy productions guidelines Number of people affected by WPP mentally healthy productions guidelines (workforce numbers for each production)
Indicators for measuring change (those in blue text selected by the Charity as key indicators)	
Improved mental health in individuals supported by WPP interventions Individuals taking action to address behaviour issues they sought support for	Reduced incidence of bullying Improved mental health (controlling for other factors by comparing with current measures of mental health in the general population) Increased awareness of mental health being a common issue Increased awareness of where to go for help with mental health issues Increased willingness to seek help Increased awareness of what constitute appropriate and inappropriate behaviours Improved work life balance (longer term) Increased awareness of importance of mental health to the industry's success Increased number of productions with Wellbeing Coordinator or similar role (longer term)

The evaluation also provided:

- ★ a framework for tracking change beyond the current funding period
- ★ evidence that the Charity can use to influence the industry's continued and deepening engagement with the movement to improve working practices and culture
- ★ evidence of what works in creating a mentally healthy working environment in film and TV
- ★ evidence of what works in supporting people experiencing mental health issues in the industry

1.6 Evidence and data sources

Data for the final report was collated through a range of sources. These are summarised below:

- ★ Programme Team interviews/catch ups at regular intervals
- ★ Workstream Lead interviews/catch ups at regular intervals
- ★ Stakeholder interviews (56)
- ★ Looking Glass 2021 & 2022 survey data, plus original research
- ★ Looking Glass Survey respondent interviews (38)
- ★ Behaviour Change Campaign Survey (101)

- ★ Interviews with Whole Picture Toolkit early adopters (8)
- ★ Bullying Advice Service user interviews (7)
- ★ Performance data and website metrics supplied by the Programme Team

1.6.1 Semi-structured stakeholder interviews

Interviews were completed with all stakeholders, using topic guides to ensure that key lines of enquiry were covered whilst giving the flexibility to probe and explore in more depth when required. Interviews with stakeholders from the industry were completed between August and October 2021, June and July 2022 and September and October 2022 (Looking Glass survey respondents)

The table below indicates the number of interviews completed with industry stakeholders.

Stakeholder group	2021	2022
Taskforce	0	5
Steering Group	4	3
Working group members	28	0
Other industry representatives	0	16
Looking Glass survey respondents	18	20
Service users ²	4	11
Total	54	55

1.6.2 Looking Glass surveys

The Looking Glass surveys were hosted on the SmartSurvey platform, and distributed through the Film and TV Charity's networks and social media channels.

The 2021 survey was open from 28 May 2021 to 28 June 2021. Overall, it consisted of 179 subcomponents split across 58 questions.

The 2022 survey was open from 6 June to 25 July 2022. Overall, it consisted of 312 subcomponents split across 87 questions.

Validity of the survey data

Estimates of the exact number of people working in the film and TV industry vary. Using the Film and TV Charity's internal estimate of 202,000, the absolute minimum survey sample required to achieve top level statistics with an acceptable margin of error was 384 respondents (based on a 95% confidence level +/- 5% margin of error). In both years this number was significantly exceeded.

Over the six-week period, the 2022 survey received a total of 1909 responses, all of which met the twin criteria that the respondent worked in the industry and consented to participating in the survey. Responses were then checked for completeness using the following criteria:

- ★ responded to >69% of the overall survey
- ★ responded to >69% of the demographic section

This excluded a total of six responses from the sample. On average, respondents filled out 99% of the survey.

² Service users include 7 users of the Bullying Advice Service and 8 users of the Whole Picture Toolkit

Therefore, the Film and TV Charity exceeded the required response rate, receiving a total of 1903 complete and valid responses in 2022. Percentages calculated from 1903 responses have a margin of error of around +/- 2%.

A breakdown of responses from different demographic groups and industry sub-sectors is shown overleaf. This also provides an analysis of each group's responses as a proportion of total responses, and how that compares with their estimated representation in the industry³.

When comparing results between 2021 and 2022 surveys, we calculated the 95% confidence intervals for all statistics to determine whether they overlapped and therefore fell within the margin of error. Throughout the report, only those differences falling outside of the margin of error are reported as significant.

The 2019 results were weighted as part of the analysis process, and many of the key questions were different to those in the more recent two surveys. Therefore, they were not directly comparable with 2021 and 2022 results. However, we looked at 2019 responses disaggregated by weighted demographic for key indicator statistics during our analysis, to identify any notable differences in results.

³ Estimated representation taken from Annual ScreenSkills Assessment, August 2019. ScreenSkills and Work Foundation.

Respondent Demographics		
	Number of responses received	Responses from this group as a percentage of total responses received
Work mainly in...		
Cinema, Exhibition and Film Festivals	52	3%
Film	283	15%
High-end TV	446	23%
TV	666	35%
I do a mix of more than one of these	453	24%
Majority of work...		
On permanent contracts of employment (PAYE)	434	24%
On temporary contracts of employment (PAYE)	500	27%
Self-employed, registered as a Sole Trader	535	29%
Self-employed, trading through a Ltd Co (with no employees)	338	18%
Company owners with employees (including partners in a CIC).	39	2%
Live in...		
East Midlands	29	2%
East of England	42	2%
London	876	46%
North East	26	1%
North West	122	6%
South East	222	12%
South West	186	10%
West Midlands	44	2%
Yorkshire and the Humber	81	4%
Northern Ireland	23	1%
Scotland	145	8%
Wales	68	4%
I do not live in the UK	34	2%
Gender		
Female	1174	62%
Male	657	35%
Prefer not to say	30	2%
Non-binary	26	1%

Age		
16-19	3	<1%
20-24	97	5%
25-29	274	15%
30-34	337	18%
35-39	305	16%
40-44	236	12%
45-49	221	12%
50-54	182	10%
55-59	122	6%
60-64	69	4%
65-69	27	1%
70 or older	16	1%
Ethnicity		
Asian or Asian British	75	4%
Black/African/Caribbean/Black British	55	3%
Mixed/Multiple	97	5%
White	1559	82%
Other ethnic group	57	3%
Prefer not to say	50	3%
Disability or long term health condition		
No	1437	76%
Yes	380	20%
Prefer not to say	65	3%
Caring responsibilities		
No	1386	73%
Yes	464	25%
Prefer not to say	39	2%
Sexual Orientation		
Bisexual	187	10%
Gay or lesbian	125	7%
Heterosexual or straight	1410	74%
Other	55	3%
Prefer not to say	117	6%

1.7 Limitations

There are some specific limitations and points to note when considering the findings presented in this report.

1.7.1 Potential for selection bias in survey responses

The survey was disseminated as widely as possible throughout the industry by the Film and TV Charity marketing and communications team, and through the Taskforce and other industry partners. However, as with most surveys, those who have an interest in the topic area are more likely to provide a response. It may be the case that those who are passionate about making positive change to mental health in the industry will have been more likely to respond to the survey than those who are indifferent. Whilst this selection bias should be kept in mind when considering the findings, it is not unusual amongst surveys of this type and would be similar for the 2019 and 2021 surveys, thereby neutralising the effect on measurement of change over time. We are also reassured that the 2022 findings show positive changes in some indicators that we might not have expected to see so strongly if the sample were particularly biased towards those in the industry with challenging experiences of mental health. Moreover, some indicators changed significantly, while others stayed the same, suggesting that the changes observed are real, rather than reflecting different respondent groups in different years.

Finally, the survey achieved a respondent population much larger than the minimum target number set. This gives us further confidence in the validity of the differences measured at a total workforce level. We talk more below about validity of results at a subsector and demographic group level.

1.7.2 Sample sizes for certain groups within the respondent population

We have done our best in our analysis to explore the experiences of different groups within the survey respondent population, including underrepresented and marginalised communities and the differentiated dynamics of ethnic groups. However, the respondent numbers for some individual groups make it hard to disaggregate the data sufficiently to do this in a refined and intersectional way. Furthermore, some demographic groups and subsectors within the industry are either underrepresented in the survey or respondent numbers are too small to draw reliable and generalisable conclusions. Care should therefore be taken when considering results at a subsector or specific community level, and how their experiences differ or not from the wider population.

2 FINDINGS FROM THE LOOKING GLASS SURVEY

In summary

Things that improved between 2021 and 2022

- ★ Sense of wellbeing (measured by the Short Warwick Edinburgh Mental Wellbeing Scale) went up from 19.3 to 19.7 out of a maximum of 35
- ★ Fewer respondents said their mental health is poor at the moment, down from 29% to 24%
- ★ Fewer thought about leaving the industry due to concerns about their mental wellbeing, but still 60% down from 65%
- ★ More workers now think the industry has the capability to support workers, up from 30% to 38% - numbers were only slightly lower (35%) amongst freelancers
- ★ More workers now see positive attitudes towards people experiencing mental health issues amongst their day-to-day colleagues, up from 43% to 51%
- ★ There was a smaller, but still significant, increase in how many see positive attitudes across the industry as a whole, up from 20% to 25%
- ★ Experiences of bullying and harassment went down from 53% to 46%, but negative mental health consequences amongst those who experienced bullying and harassment were more common
- ★ Extreme working hours (more than 50 hours a week) were less common than they were a year ago, down from 39% of workers to 33% despite a continued production boom
- ★ More workers feel their job is secure, up from 23% to 28%

Things that stayed the same

- ★ Average loneliness score of 6, which is categorised as 'lonely' on the UCLA 3-item loneliness scale
- ★ Only 11% describing the industry as a mentally healthy place to work, a statistically insignificant increase on the previous figure of 10%.
- ★ Respondents who said their workplaces made everyone aware of mental health support (33%)
- ★ Insufficient levels of support for crew working with vulnerable contributors or traumatic content (14% and 15% respectively said there was enough support)
- ★ 52% still say that better line management would help them manage their mental wellbeing
- ★ 50% still say that peer support would help them manage their mental wellbeing
- ★ Work demands continue to have a negative impact for some, affecting personal relationships (57%) and the ability to make plans with friends and family (35%)
- ★ 83% still say that industry culture has a negative impact on their mental wellbeing, but 80% do sense some positive change
- ★ Fear of judgement or risk to future prospects continue to be barriers to seeking help for mental health issues (38% and 43% respectively)
- ★ Financial indicators stayed the same, with 34% saying late payments and 75% saying uncertainty about future income causing concerns

Things that deteriorated

- ★ Cost is now a more common barrier to seeking support for mental health issues, up from 30% to 35%
- ★ More are now working more than 48 weeks a year, up from 29% to 37%, which has implications for rest and burnout

Continued institutional challenges

- ★ Amongst those in people management roles who had dealt with bullying complaints, 45% did not feel appropriately skilled to do so
- ★ 67% of that group said that line management training and specific training to deal with behavioural complaints would help them address similar situations in future
- ★ As already noted, 52% of all respondents also said better line management would help them manage their own mental wellbeing
- ★ When people experienced bullying and harassment and did not formally report it, the most common reason was that they did not think the issue would be addressed
- ★ This mirrors anecdotal feedback received across all stages of the evaluation that when challenging behaviour is reported there are rarely significant consequences for the perpetrator

Consequences for the industry

Industry success relies on workers to be creative, productive and sharp, and these capabilities are impacted by mental wellbeing. Respondents said poor mental wellbeing affected their:

- ★ Productivity 65%
- ★ Ability to concentrate 63%
- ★ Creativity 57%
- ★ Ability to communicate 44%

Bullying and harassment may be improving, but still remain at high levels. This has marked implications for workers' wellbeing, effectiveness and retention.

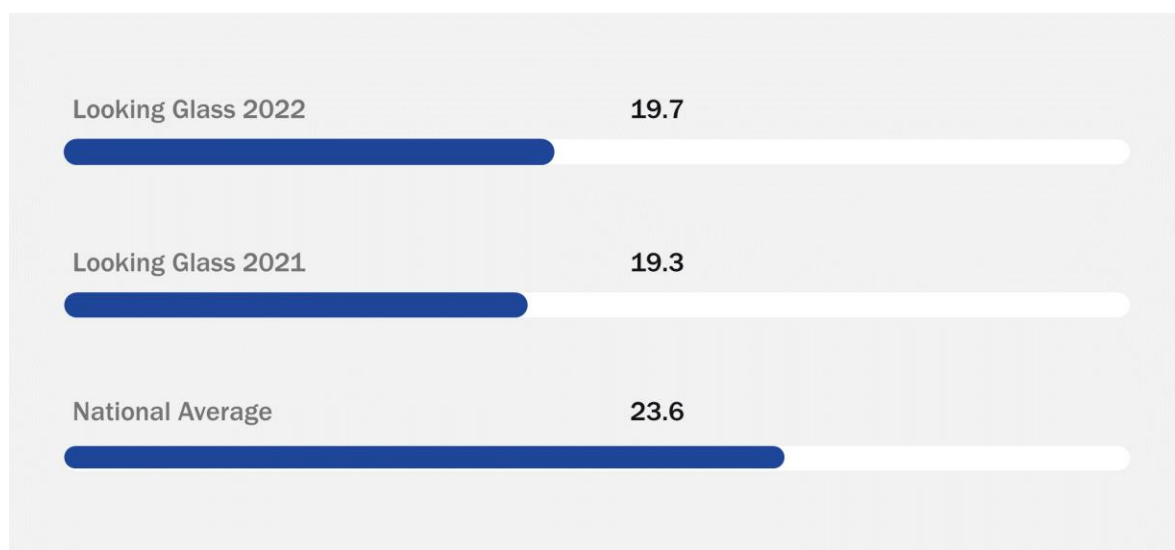
- ★ 65% of those who experienced bullying said it caused a deterioration in the quality of their work
- ★ 25% of those who experienced bullying left the job they were working on at the time
- ★ 52% of those who experienced bullying considered leaving the industry completely

2.1 Industry Mental Health and Wellbeing

Overall, mental health is improving, with the proportion of respondents who described their mental health as 'poor' reducing significantly in 2022, from 29% in 2021 to 24% in 2022.

The Short Warwick-Edinburgh Mental Wellbeing Scale (SWEMWBS) measures subjective wellbeing using a set of questions relating to how a person felt over the two weeks prior to completing the survey. As highlighted in Figure 1, scores on this measure were higher for the 2022 survey than they were in 2021⁴ but remained lower than the average for England⁵.

Figure 1 – There was a small but significant increase in subjective wellbeing in 2022



The UCLA 3-item Loneliness Scale measures subjective feelings of loneliness on a scale of 3 (least lonely) to 9 (most lonely). Researchers in the past⁶ have grouped people who score 3-5 as 'not lonely' and people with the score 6-9 as 'lonely'. On average survey respondents from this year scored 6 on the scale, the same as in 2021.

2.1.1 Suicidal thoughts and actions

There was no significant change in frequency of suicidal thoughts, attempts, and self-harm between the 2022 and 2021 samples. The statistics for the 2022 sample are as follows:

- ★ 29% had thoughts of taking their life in the past year (n=1292)
- ★ 2% had made an attempt to take their own life in the past year (n=1289)
- ★ 11% had deliberately harmed themselves not with the intention of killing themselves in the past year (n=1290)

2.1.2 Impact on work life

Only 11% of respondents agreed that the film, TV and cinema industry is a mentally healthy place to work in 2022, which was not significantly different from the 2021 figure of 10%.

⁴ A two-sample t-test was conducted, results indicate significant difference between mean SWEMWBS scores, $t(3951) = 3.32$, $p < 0.01$

⁵ The Looking Glass 2020, Mental health in the UK film, TV and cinema industry, Film and TV Charity

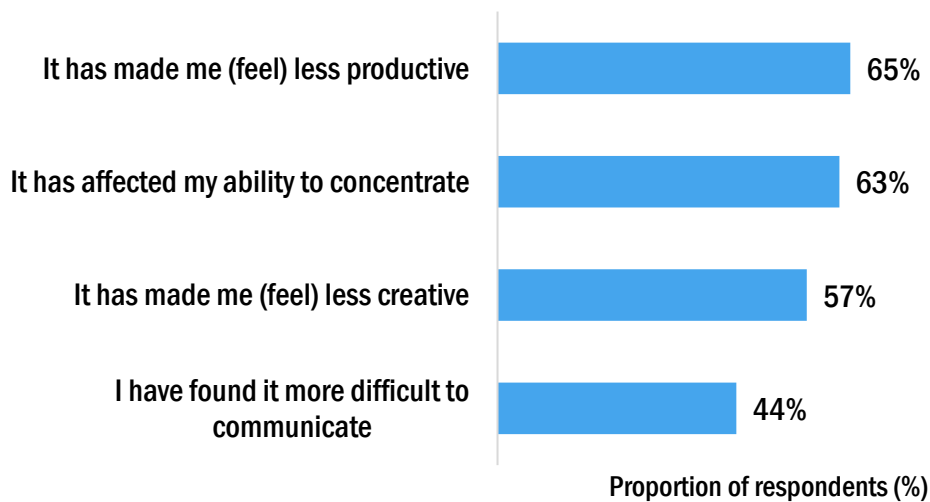
⁶ Referenced at the following link <https://www.icmha.org/wp-content/uploads/2020/02/UCLA-Loneliness-Scale.pdf>

The proportion of respondents drinking alcohol or increasing the amount of alcohol they drink to cope with work stress decreased significantly from 46% in the 2021 survey to 41% this year.

However, there were no significant changes between this year's and last year's surveys in the proportion of respondents either eating unhealthily (63%), smoking cigarettes (14%), or using drugs such as cannabis, cocaine or opioid painkillers (7%) to cope through periods of stress related to work.

We asked a new question in 2022 about the impact of mental wellbeing on respondents' effectiveness at work. Over half of respondents felt their work in this past year was affected by their mental wellbeing, making them feel less productive, affecting concentration, and feeling less creative (illustrated in Figure 2).

Figure 2 – Large proportions of respondents felt their effectiveness at work was affected by their mental wellbeing



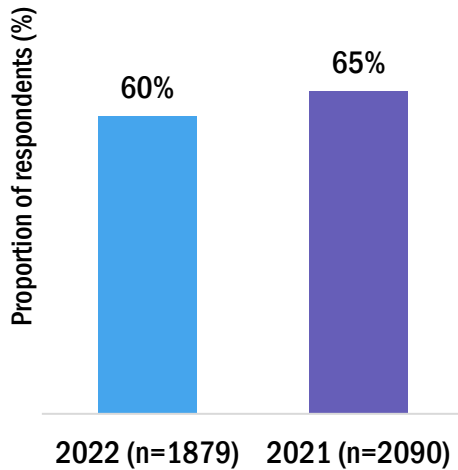
n=1903

The original Looking Glass research identified that people were leaving the industry due to poor mental health and negative wellbeing. The report stated that “This loss of talent is costly for businesses and is taking a toll on individuals’ career prospects and self-esteem”.

The 2022 survey indicated a positive change in this dimension, with the proportion of respondents indicating that they had thought about leaving the industry in the past year due to concerns about their mental wellbeing being lower in 2022 at 60%, compared with 65% in 2021 (

Figure 3).

Figure 3 – The proportion of respondents who had thought about leaving the industry due to concerns about their mental wellbeing was lower in 2022 than in 2021

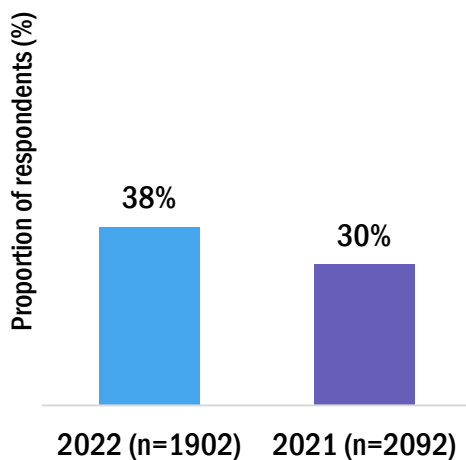


2.2 Capability to support workers

Responses to the survey this year indicate that there was a positive shift in the capability of the industry to give workers the support they need in their roles. A significantly greater proportion of respondents perceived the industry as capable of supporting workers this year (38%), than in 2021 (30%), shown in Figure 4.

Figure 4 – More respondents agreed there was capability across the industry to support workers in 2022 than in 2021

Importantly, this increase was mirrored amongst freelancers (increased from 26% in 2021 to 35% in 2022)



Semi-structured interviews across all stakeholder groups indicated that the industry may be less equipped to support freelancers compared with their employed peers. However, the survey presents a more encouraging picture, with 35% of freelancer respondents agreeing the industry was capable of supporting workers in 2022, compared with 26% in 2021.

2.2.1 Support provision

Survey responses this year indicated no significant change in awareness of mental health and wellbeing support on offer in workplaces. 33% of respondents said their workplace ensured everyone is aware of their offer, the same proportion as in 2021.

Perceptions of the level of support for people working on challenging or traumatic stories and people working on shows with vulnerable contributors receive also didn't differ significantly from the previous year. Amongst those respondents who had experience of working on a production with traumatic content or vulnerable contributors, only 15% (challenging and traumatic stories) and 14% (shows with vulnerable contributors) felt there was sufficient support available.

On the other hand, compared with the previous year, this year the proportion of respondents who felt support provision had a negative impact on their wellbeing at work decreased significantly, from 48% to 43%.

No significant changes in requested support type were observed between the 2022 and 2021 responses. The 2022 sample (n=1903) felt the following would help them manage their wellbeing at work:

- ★ 52% said better line management
- ★ 50% said support from peers at work or in the industry
- ★ 48% said one-to-one therapy in person
- ★ 40% said better education about mental health at work
- ★ 34% said mental health training
- ★ 29% said one-to-one therapy via videophone
- ★ 28% said support from peers outside of work
- ★ 18% said one-to-one therapy via telephone
- ★ 17% said other self-help resources (e.g. assessment tools, articles, apps)
- ★ 15% said online course based on therapeutic principles

The above figures highlight the potentially huge impact any improvement in line management could have for those working in the industry with one in two respondents indicating that doing so would help them better manage their wellbeing at work.

Similarly, with one in two requesting additional support from peers at work or in the industry, any improvements in networking capability and relationship building could potentially improve wellbeing significantly. We have heard through our interviews of the often crucial part mentoring relationships can play in furthering a career in the industry, and how mentoring opportunities for those who find themselves in a minoritised group in the industry can be limited. Therefore, it is no surprise that 64% of Black/African/Caribbean/Black British respondents (n=55) felt support from peers at work or in the industry would help, as well as 60% of Asian/Asian British respondents (n=75).

2.2.2 Barriers in accessing support

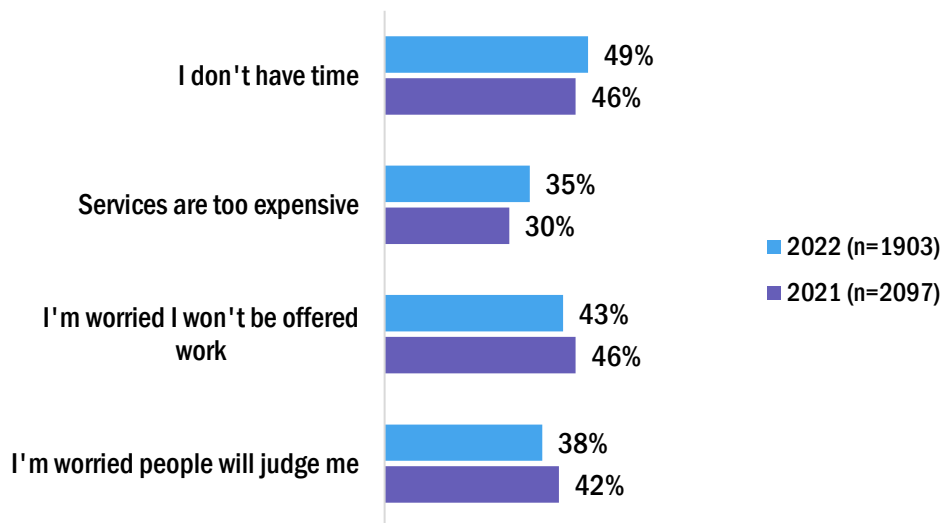
The survey indicated that the greatest barrier to accessing support was finding the time to do so. In the past year, 49% of respondents had not accessed support for their mental wellbeing for this

reason. Additionally, around 42% did not do so as they were worried they would be judged, and 46% did not as they were worried they would not be offered work.

Figure 5 details the proportions of respondents who did not access support to manage their wellbeing for several reasons, comparing those of the 2022 survey with those of 2021. However, the only significant change from 2021 was the 'Services are too expensive' barrier. This indicates that there was an increase in people not seeking help for their wellbeing due to financial reasons.

Figure 5 – The proportions of respondents who did not access support in the previous year due to each of the following barriers are shown below

The only barrier to differ significantly over time was that of services being too expensive.



2.2.3 Management capability

The original Looking Glass research highlighted that the role of the manager was key in helping workers build meaningful relationships and navigate the demands of their role. It also highlighted that many workers weren't receiving an adequate level of support, and this was having a negative impact on their wellbeing. The 2022 survey indicates that some positive steps may have been taken towards correcting this, even if there is still a long way to go.

Figure 6 highlights two factors where there was a shift in positive impact on wellbeing at work. In the same way, Figure 7 highlights two factors where there was a decrease in the negative impact on wellbeing at work. These four changes combined suggest that there may have been a small shift in management capability across the industry in the past year.

Figure 6 - The proportion of respondents who felt networking and relationship development and access to career development had a positive impact on their wellbeing at work increased in 2022

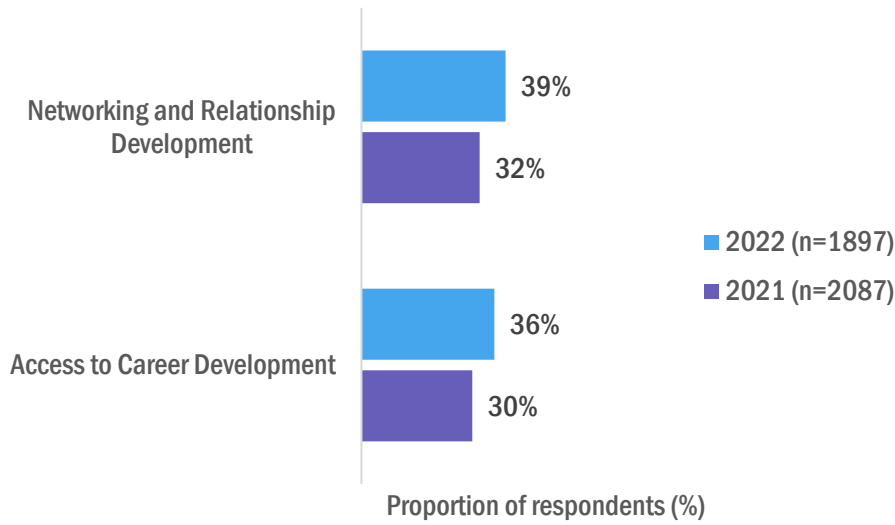
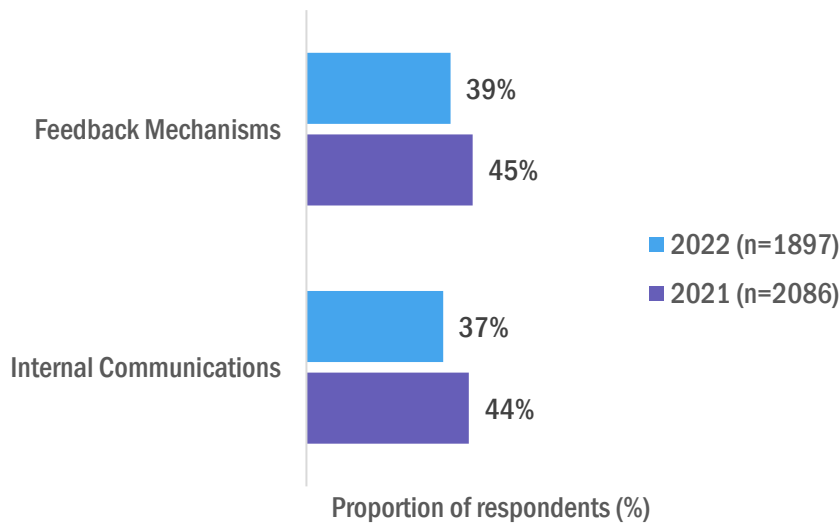


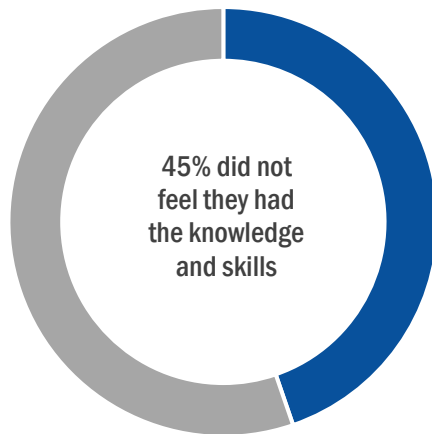
Figure 7 - The proportion of respondents who felt feedback mechanisms and internal communications had a negative impact on their wellbeing at work decreased in 2022



2.2.4 Handling challenging behaviour

In total, 1021 survey respondents worked in a role that included responsibility for the wellbeing of other people, 35% of whom had someone report to them that they had experienced bullying behaviour, harassment or discrimination.

Figure 8 - Of those who had an experience reported to them, almost half did not feel they had the knowledge and skills needed to address the issue



n=342

This highlights a theme that came through strongly in our interviews with people working in the industry. We heard that line managers were often unsure what to do when they were alerted to an issue around challenging behaviour. We also heard of the negative implications on the mental wellbeing of the person coming forward, due to their situation being handled with a lack of knowledge and skill. This had implications for the likelihood they (or someone else who has observed how the situation was handled) would share or report their negative experience in the future.

Overall, those who had an experience of bullying reported to them (n=342) felt the following would help them address the problem in future:

- ★ 55% said an independent reporting body
- ★ 53% said an anonymous whistleblowing service
- ★ 53% said line management/supervisory training
- ★ 52% said specific training about dealing with behavioural complaints
- ★ 47% said access to external HR support and advice
- ★ 46% said better support from my organisations HR department/person
- ★ 45% said guidance documents for managing these issues/applying policies and procedures in real-life
- ★ 37% said access to policies and procedures

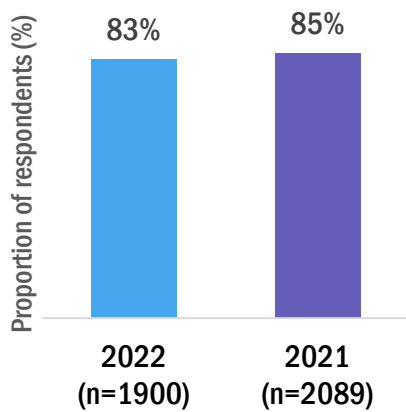
Amongst those who said they did not have the necessary skills to address the situation reported to them, line management training (67%) and training specific to dealing with behavioural complaints (67%) were the most commonly cited interventions that they thought would help them deal with situations in future.

'Access to policies and procedures' was cited least, which is in line with what we heard in our interviews. Those working in the industry felt policies and procedures around challenging behaviour often reflected a requirement for them to exist, rather than being indicative or illustrative of how a situation would play out in reality. For this reason, it may be difficult for line managers to understand in practice how to address an issue from policies and procedures alone.

2.3 Culture

There was no significant change in the perceived negative impact of industry culture on mental wellbeing between 2021 and 2022 (Figure 9). As with last year, roughly 4 in 5 respondents felt that the culture of the industry had a negative impact on the wellbeing of the workforce, highlighting the scale of the challenge ahead.

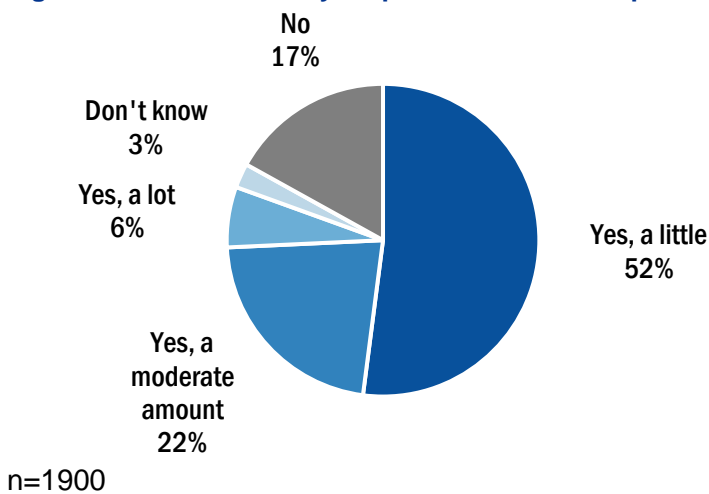
Figure 9 - The proportion of 2022 respondents who felt that industry culture had a negative impact on mental wellbeing remained very high. It did not differ significantly to 2021 responses



On the other hand, when respondents considered their current or most recent work and the factors that influenced their wellbeing in that setting 45% of respondents felt ‘Culture and Values’ had a negative impact, decreasing from 51% the previous year.

We asked a new question in 2022 about whether respondents sensed any positive change in culture and behaviours. Figure 10 shows that the majority sensed some positive change in culture and behaviours. Similarly, our qualitative interviews indicated that changes were happening in pockets, if not yet widespread.

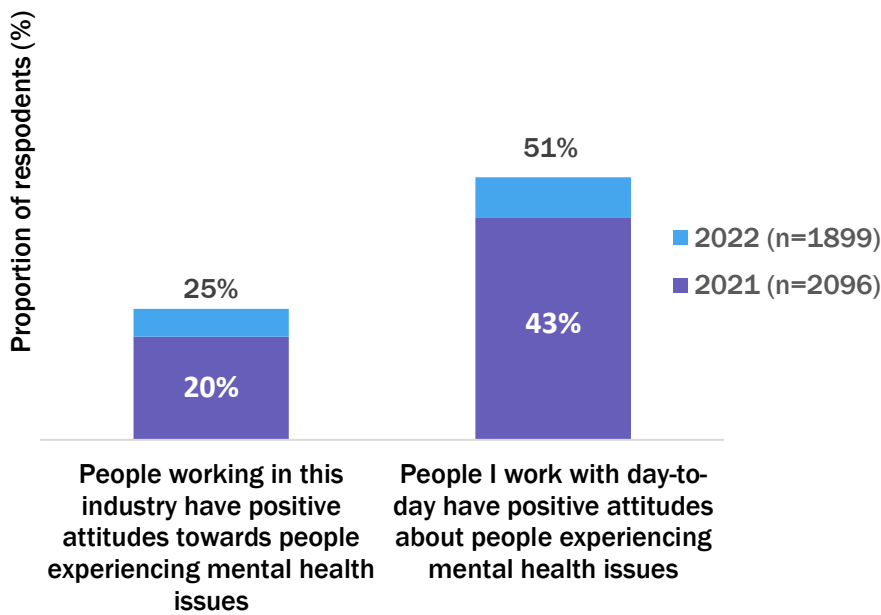
Figure 10 – 80% of survey respondents sensed a positive change in culture and behaviours



2.3.1 Attitudes towards mental health

Semi-structured interviews indicated that the most noticeable change in culture is that there are more frequent and open conversations about mental health and wellbeing happening. Figure 11 indicates that perceptions of attitudes towards mental health issues have become more positive, suggesting that more open and frequent dialogue around mental health may be counteracting the associated stigma.

Figure 11 - The proportion of respondents who agreed with the statements below increased significantly from the previous year.

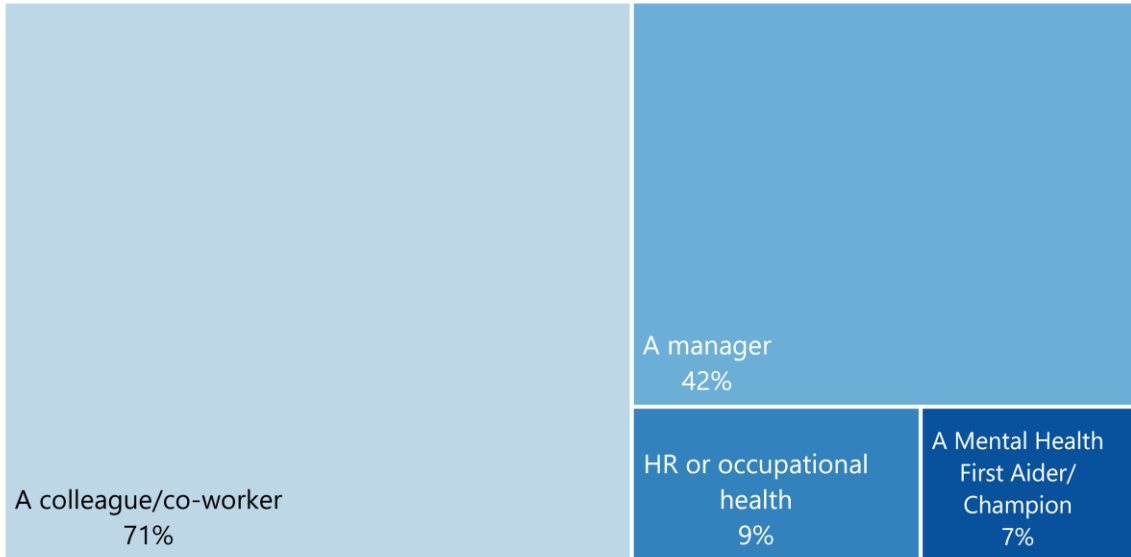


In line with the suggestion that attitudes towards mental health and wellbeing may be shifting in a positive direction, 39% of respondents to the 2022 survey felt 'views on mental wellbeing' had a negative impact on their mental health at work, decreasing from 47% in 2021.

The proportion of respondents who had experienced a mental health problem in the past year and had told someone they work with about it did not differ significantly from the previous year (41%). Of those who told someone 71% had told a colleague/co-worker (

Figure 12).

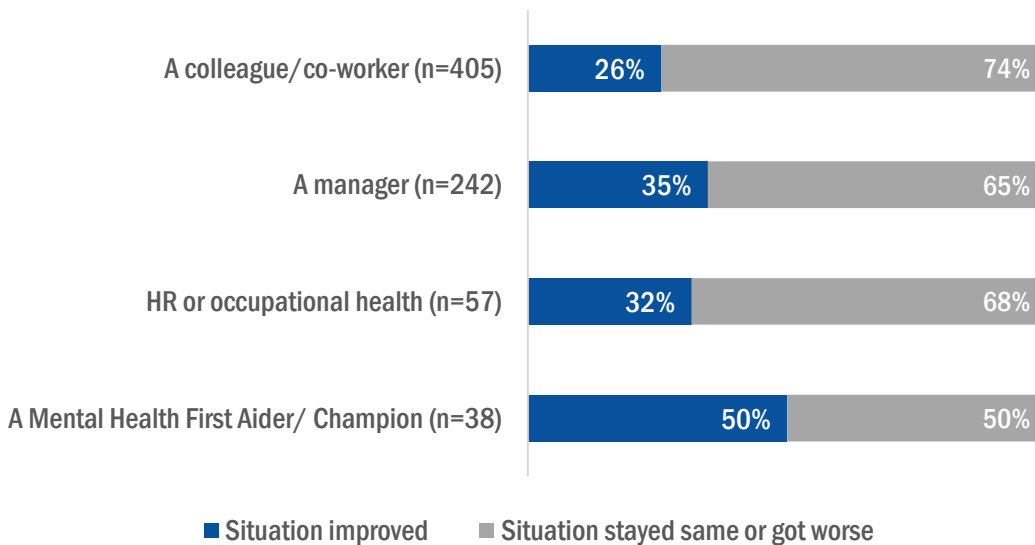
Figure 12 – Respondents were most likely to tell a colleague/co-worker about the mental health problem they experienced if they told anyone at work



n=615

Whether a situation improved after speaking to someone depended on whom the person spoke to (see Figure 13 below).

Figure 13 – For the vast majority of respondents the situation did not improve if they spoke to someone 50% of those who spoke to a mental health first aider/champion about their mental health problem say their situation improved, although only a small number of respondents had access to one

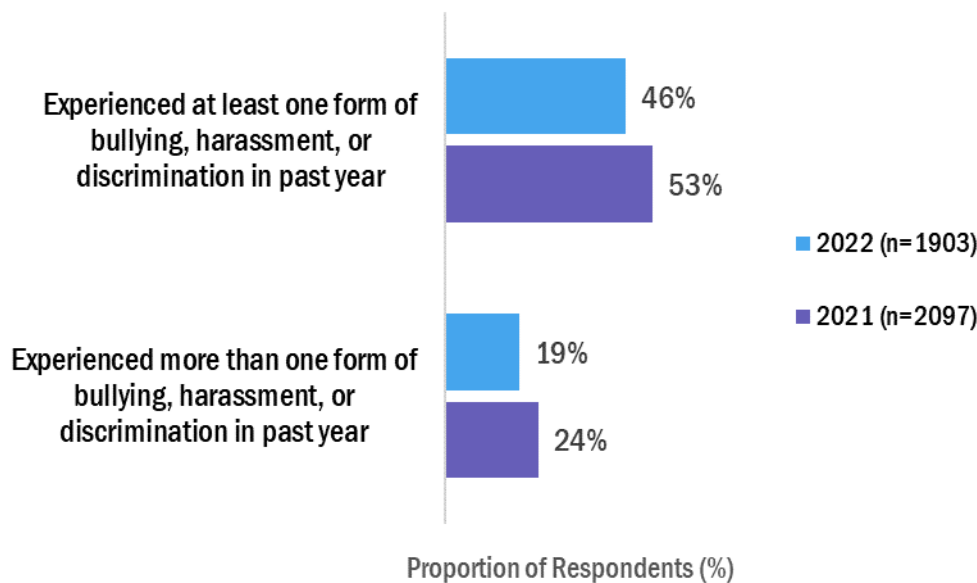


A concerning proportion of respondents who spoke to HR, Occupational Health or a manager saw no improvement or a worsening in the situation. This potentially speaks to capability, in a similar same way we reported in section 3.5 about managers feeling ill equipped to deal with complaints about bullying and challenging behaviour.

The number of people speaking with a Mental Health First Aider was relatively small, but more commonly appeared to lead to an improvement than when speaking to others. An increase in the availability of Mental Health First Aiders on set may therefore be a worthwhile development for the Charity to encourage.

2.3.2 Incidence of bullying and harassment

Figure 14 – Compared with the previous year the proportion of survey respondents who had experienced at least one form of bullying, harassment or discrimination decreased



In the past year:

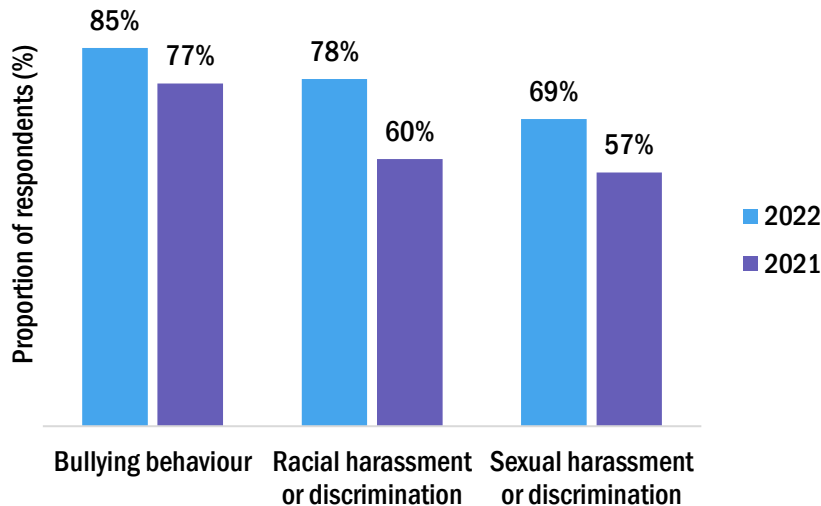
- ★ **33%** of respondents experienced bullying behaviour at work
- ★ **25%** of Black, Asian and Mixed Ethnicity respondents experienced racial harassment or discrimination at work
- ★ **12%** of respondents experienced sexual harassment or discrimination at work, 16% of those who identify as female or non-binary
- ★ **19%** of respondents who considered themselves to live with a disability or long-term health condition had experienced harassment or discrimination at work because of their disabled status

2.3.3 Consequences of experiencing bullying and harassment

As is well known and as the Looking Glass research highlighted, exposure to bullying and harassment at work has direct impacts on mental wellbeing. Survey responses remain consistent with this link, illustrated in

Figure 15.

Figure 15 – The proportion of respondents who felt their experience of bullying or harassment had negatively affected their mental health was greater in 2022 compared with 2021.



In addition to direct negative impacts on the mental wellbeing of those who experienced bullying or harassment, there are also impacts for their work. In the past year:

- ★ 44% of those who experienced racial harassment or discrimination
- ★ 46% of those who experienced sexual harassment or discrimination
- ★ 57% of those who experienced harassment or discrimination due to disabled status
- ★ 65% of those who experienced bullying behaviour

felt it had negatively affected the quality of their work

Moreover:

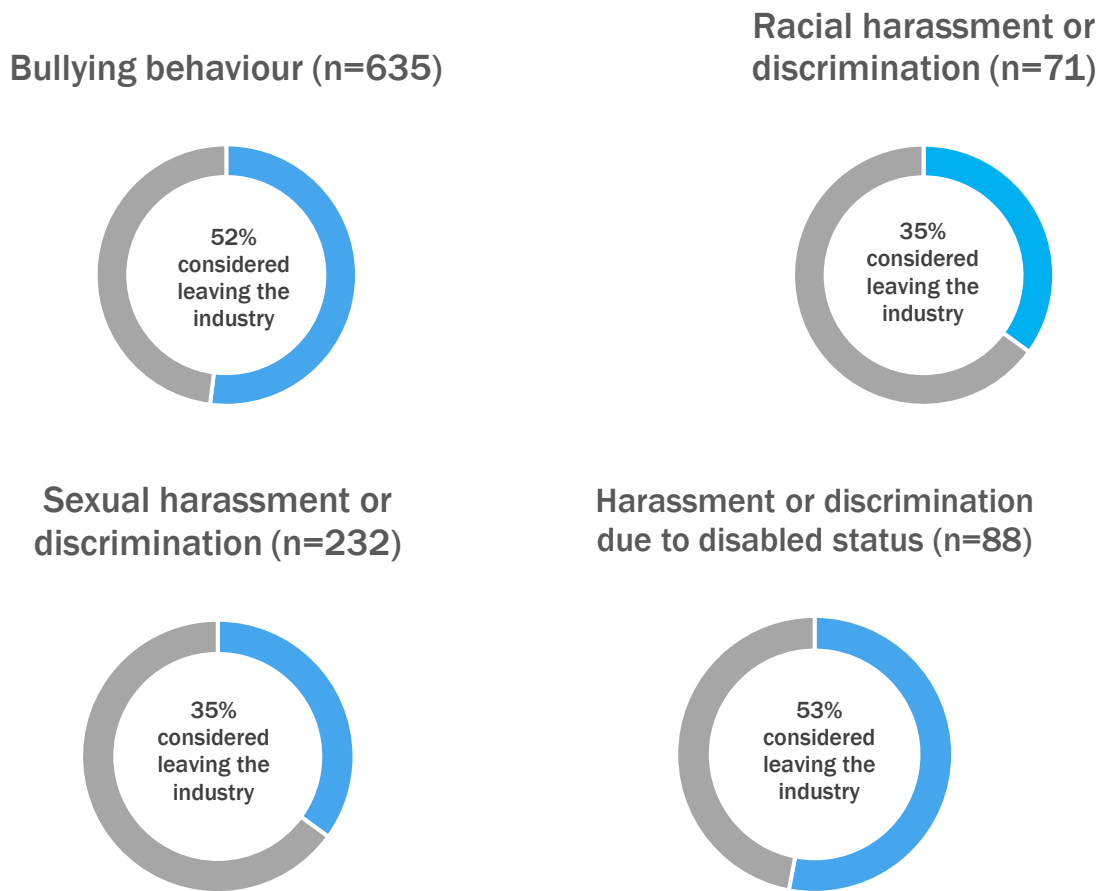
- ★ 25% of those who experienced bullying behaviour
- ★ 15% of those who experienced racial harassment or discrimination
- ★ 15% of those who experienced sexual harassment or discrimination
- ★ 20% of those who experienced harassment or discrimination due to disabled status

in the past year left the job they were working on at the time

A large proportion also considered leaving the industry, illustrated in

Figure 16.

Figure 16 – 1 in 2 of those who experienced bullying behaviour or harassment or discrimination due to disabled status considered leaving the industry



2.3.4 Reporting of bullying and harassment

Only 36% of respondents agreed there was a clear policy and reporting process for bullying and harassment where they work. This is not significantly different to the figure of 34% in 2021.

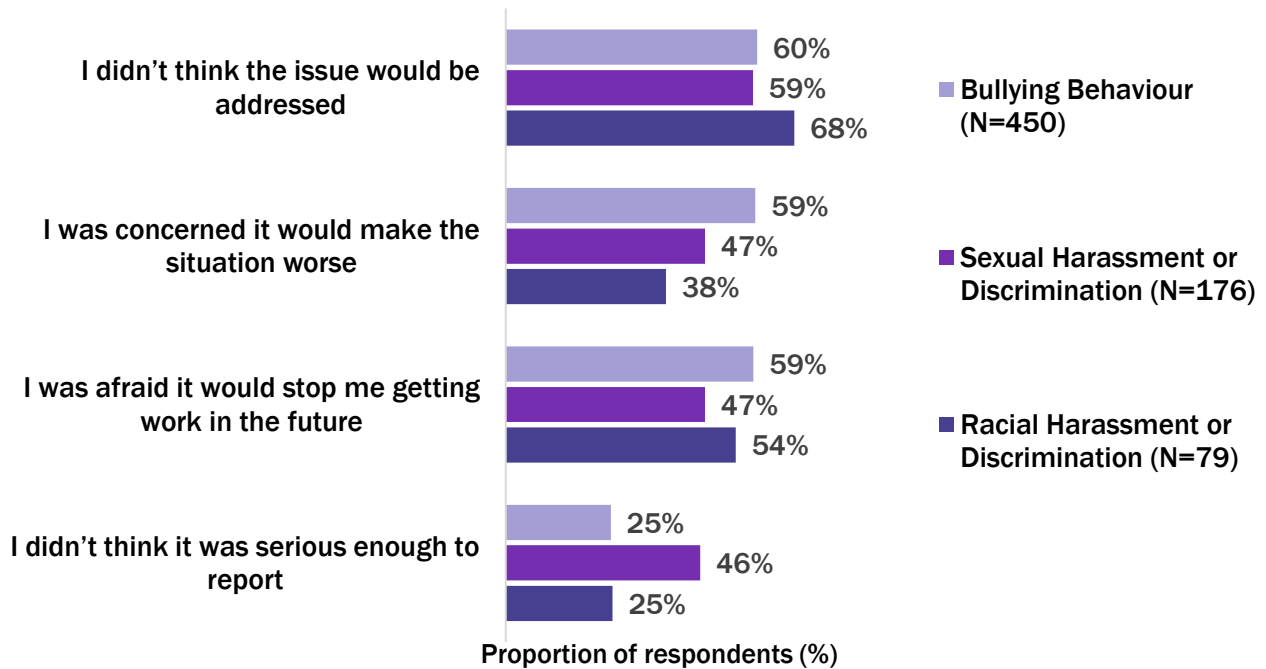
49% of respondents reported knowing where to get support if they experienced bullying or challenging behaviour at work, 51% of respondents if they experienced harassment or discrimination.

Similarly, 54% reported they would seek out support if they experienced bullying or challenging behaviour at work, 56% of respondents if they experienced harassment or discrimination.

Across the evaluation we consistently heard from those working in the industry that, when challenging behaviour is reported, there are rarely consequences or significant repercussions for the perpetrator. In line with this, the most common reason respondents did not formally report their experience of bullying or harassment was that they didn't believe that it would be addressed (

Figure 17). This was especially true for incidences of racism.

Figure 17 – The most common reason why those who experienced bullying or harassment in any form did not formally report their experience was that they did not think the issue would be addressed



2.4 Conditions

The proportion of respondents reporting that intensity of work negatively impacted their mental wellbeing this year (76%) was not significantly different to in 2021 (78%). Similarly, there was no difference in the high proportion of respondents who felt working conditions had a negative impact on their mental wellbeing – 87% in both 2022 and 2021.

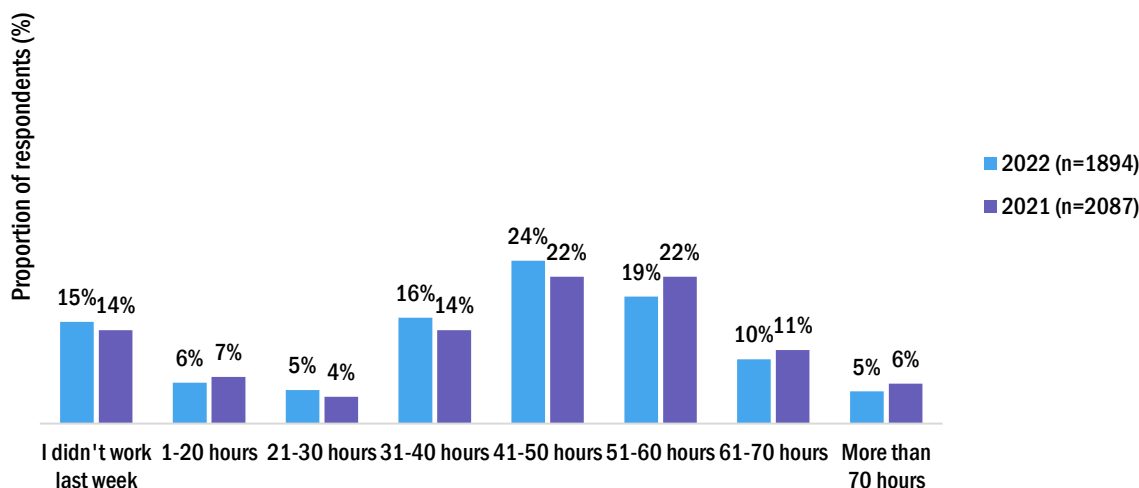
2.4.1 Work-life balance

There was a significant increase in the number of respondents working 36 weeks or more, up to 65% (N=1898) in 2022 from 52% (N=2092) in 2021. We heard in the first year of the evaluation that the Covid-19 pandemic limited the volume of work opportunities available therefore the increase in weeks worked may be welcome to many. However, there is a balance to be struck. The proportion of respondents working more than 48 weeks in the year increased significantly, from 29% in 2021 to 37% in 2022. These respondents appear not to be getting sufficient holiday and rest across the year.

Encouragingly, there was a significant decrease in the proportion of respondents working extreme hours. 33% (N=1894) of respondents worked over 50 hours in the week before filling out the survey in 2022 compared with 39% (N=2087) at the same time the previous year (

Figure 18). There were small reductions in those working 61-70 hours and 70+ hours in the week prior to the survey.

Figure 18 – Shifts were observed in the number of hours respondents had worked in the week previous to survey completion



Our interviews suggest this is mainly related to getting past the post-Covid boom where there was pressure to complete paused productions at the same time as delivering new productions. This accords with BFI production numbers which also show a peak in 2021, followed by a slight reduction (but production levels still remaining higher than pre-Covid).

The reduction in hours worked, combined with a significant decrease in the proportion of respondents who felt they should 'always be available to take on extra work' (56% in 2022 from 62% in 2021), suggests that there may be a shift towards a better work-life balance. Similarly, we observed a decrease in the proportion of respondents who felt 'control over working hours' negatively impacted their mental wellbeing at work, 66% this year down from 70% in 2021.

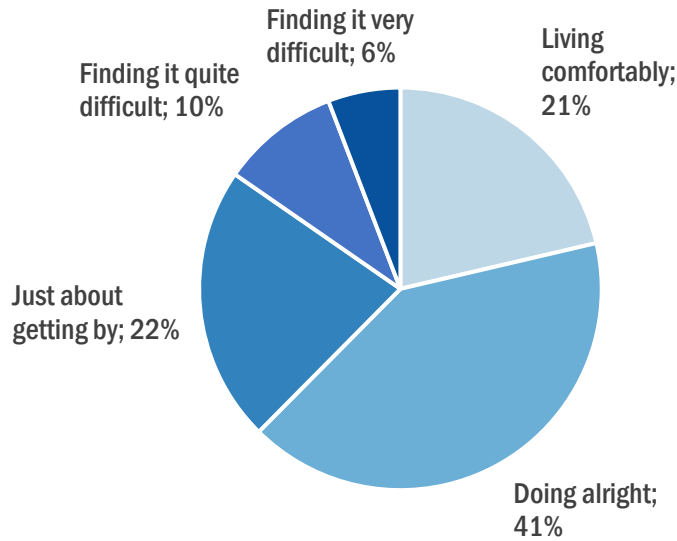
However, there was no significant improvement in proportions of respondents whose work had a negative impact on their personal relationships (57% and 60% in 2022 and 2021 respectively) or that work stopped them from making plans with their friends and family (35% and 29% in 2022 and 2021 respectively). Moreover, our interviews revealed improvements in work-life balance were still not the case for the majority of those we spoke with.

2.4.2 Financial wellbeing

There was no change from the previous year in how respondents were managing financially (see

Figure 19). We understand from our interviews that the time of survey completion was too early to understand the impacts that the current cost of living crisis may have on those working in the industry.

Figure 19 – 62% of survey respondents were ‘doing alright’ financially or ‘living comfortably’



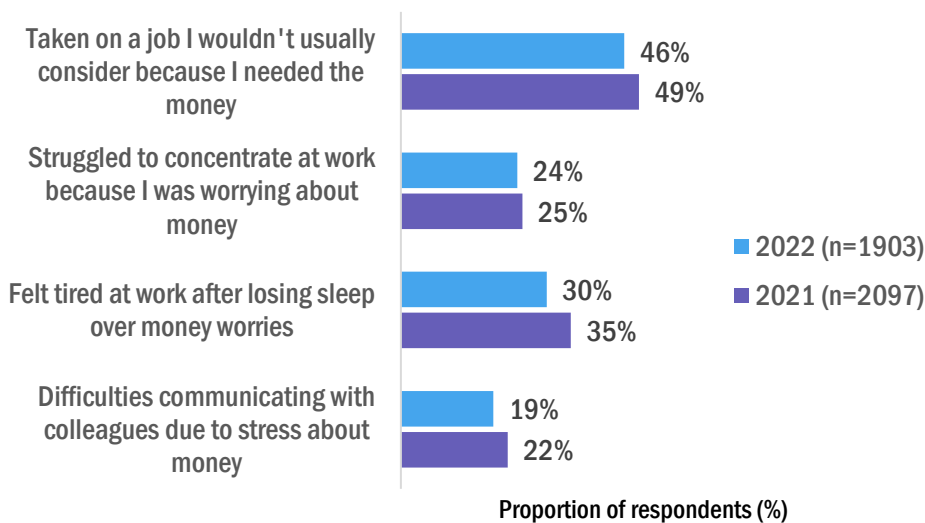
n=1855

However, the positive impact of income and earnings on the mental wellbeing of respondents at work increased this year, to 48% of respondents from 43% in 2021, and 28% agree their job is secure compared with 23% in 2021.

By contrast there were no significant changes in responses to the following statements about financial wellbeing:

- ★ Late payments for completed work are making it harder for me to manage my money - 34% agree
- ★ Uncertainty about future income often makes me worried - 75% agree
- ★ I sometimes have to take work outside the industry to make ends meet - 27% agree

Figure 20 – There were no significant differences in work impacts due to financial concerns between 2022 and 2021, except a decrease in the proportion of respondents feeling tired at work after losing sleep over money troubles



3 CAPABILITY TO SUPPORT INDUSTRY WORKERS

3.1 Key indicators

From the Looking Glass survey, we identified a number of indicators that reflect changes in the capability of the industry to support workers' mental health and wellbeing. Comparing the results from the 2022 and 2021 surveys there was evidence of a significant positive change in capability:

38% of respondents agreed the industry has capability to support workers, increasing from 30% in 2021.

Further indicators we compared that did not show any significant change were:

- ★ The extent to which respondents agreed there is a clear policy and reporting process for bullying and harassment where they work (36% in 2022, 34% in 2021)
- ★ The extent to which respondents agreed their workplace ensures everyone is aware of mental health and wellbeing support on offer (33% both years)

3.2 Workstreams/deliverables to address capability

Areas of work in the programme that had the potential to impact on capability discussed in this section were:

- ★ Anti-Bullying Directory, Spot and Bullying Advice Service, for direct support to people in need
- ★ Whole Picture Toolkit and navigational support, to offer practical solutions and share good practice
- ★ Training+ mental health awareness training framework
- ★ Community and Peer Support

3.3 Bullying resources

The programme's bullying resources were a combination of self-service online tools (Spot recording tool and the Anti-Bullying Directory on the Film and TV Charity website), and support from an expert advisor through the Bullying Advice Service.

Whilst it reached a relatively small number of people, the human support offered by the Bullying Advice Service appears to have been the most successful of the suite of bullying resources (see section 3.3.3)

3.3.1 The Anti-Bullying Directory

The Anti-Bullying Directory landing page had 1768 views since March 2021, and saw substantially increased traffic in the months June, July and August 2022 compared to previous months. Visits ranged from 28 per month (July 2021) to 294 (August 2022).

The most visited pages were:

- ★ Am I Being Bullied?
- ★ What Action Can I Take?
- ★ How Do I Prevent Others Being Bullied?

And latterly:

- ★ Experienced or Witnessed Someone Else Being Bullied?

The most commonly clicked links were to Spot, ACAS, BFI and BECTU.

3.3.2 Spot

Spot offers a confidential online tool for users to record their experiences of bullying, so that they have contemporaneous notes to use when building a case or making a complaint.

2900 people visited Spot during the period from March 2021, but of those visitors only 3% (97) created a record. As the tool is confidential, we are not able to examine the reasons why people chose not to complete a record when they visited. It is reasonable to assume that some people did not need the tool at the time, and were visiting more out of interest or curiosity. However, it is unlikely that none of the visitors were experiencing bullying – especially in the light of the most visited pages on the Anti-Bullying Directory. We therefore conclude there was a mismatch between what visitors felt they needed and what they saw offered in Spot.

3.3.3 Bullying Advice Service

The Bullying Advice Service is accessed via the Film and TV Charity Support Line, and offers two hours of support to callers, usually as a first call and a follow-up call. This is tailored to the caller's needs and in some cases, callers have received more or less than two hours of support.

Since it began in March 2021, the Bullying Advice Service supported 128 people. 101 callers were female and 27 male. 34 callers were from Black, Asian and Minority Ethnic communities.

The Charity issued a survey to all service users, and we have data from 30 respondents. The vast majority of respondents said the service:

- ★ helped them understand and navigate their options
- ★ improved their mental health in relation the bullying behaviour they were experiencing
- ★ helped them to make an informed decision about their next steps

Additionally, over half of respondents felt the service helped them feel better equipped to manage the issues they were facing, and better able to independently cope or manage a similar situation in the future.

Around a third had taken some action to report the situation either informally or formally, and the same proportion had sought additional mental health support following their use of the Bullying Advice Service.

All said they would recommend the service to others in a similar situation.

As well as working in the industry, the Bullying Advisor has a background in counselling and psychotherapy. This helped them assess when a caller also needed therapeutic support. As the Bullying Advice Service is integral part of the Support Line, the Advisor has the facility to refer callers directly to the Cognitive Behavioural Therapy (CBT) available through the Support Line rather than simply advising them to seek professional support elsewhere.

We interviewed seven service users, who provided us with detailed feedback about their experience of using the service. They described approaching the service with very little confidence in themselves, feeling shame, and not knowing there was anyone they could talk to. They were worried

too that they would be told “it’s not actually that bad”. They found their experience with the service validating, and said it alleviated feelings that they were tackling their challenge alone.

The service provided fair, non-judgemental and constructive advice that they could act on, and all interviewees said that they didn’t think they would have been able to go back to work or on to another job if they hadn’t used the service to help them achieve resolution.



Interviewees told us the advice received from the service was very different to support they might receive from friends and family, as it was completely objective. Friends and family inevitably felt (and expressed) hurt and anger on behalf of their loved one, whilst the Advisor offered a calm independent perspective – albeit a caring and empathetic one. This enabled service users to focus on tackling their bullying experience in the way that felt right for them. The fact that the Advisor understood the industry was helpful too, as it meant they didn’t need to explain the peculiarities of the industry and their fears about the consequences of making a complaint.

We understand there is capacity within the current service to support more people, and all who sought support received it. This suggests that awareness is not as high as it could be. Given the impact the service does have on the people who access it, and the continued prevalence of bullying in the industry, there is merit in exploring how to promote the service more widely. Some users did say that the high-profile cases of bullying and bad behaviour made them doubt whether their own cases were ‘bad enough’ to warrant support. This suggests the need for awareness raising about what ‘counts’ as unacceptable behaviour, and encouraging people to seek support and advice even if they are unsure.

3.4 Whole Picture Toolkit

The Whole Picture Toolkit was developed and tested during the first year of the programme and then developed into an online resource for launch in the second year. Alongside the online resource, which was made universally available, the Charity offered additional support from an Engagement Producer to productions that were early adopters of the toolkit. This involved supporting the production to identify and select the most appropriate parts of the toolkit to implement, and providing advice and support during implementation. The resource was available to support up to 20 early adopters in the programme’s second year, and 10 took up this offer during the evaluation period. We conducted semi-structured evaluation interviews with 8 of the 10 early adopters.

The Toolkit is one of the programme's most high-profile products, and has been well received by the industry. As well as our interviews with early adopters, industry leaders frequently highlighted the value of the Toolkit during stakeholder interviews.

It is unclear how many productions have used the Toolkit on a 'self-service' basis, but the programme team received anecdotal reports from several production companies about picking it up and using it without support. The programme team is also in discussions with some large companies about implementing the toolkit across all productions, and with commissioning broadcasters about encouraging its use on productions they commission.

3.4.1 Translating positive intent into practical solutions

The 'early adopter' productions would best be described as already interested in improving mental wellbeing and ensuring a mentally healthy workplace for their crew, but didn't necessarily know where to start. Rather than invent something, they were looking for good practice solutions that they could be sure would work.

There is something very practical about having a toolkit. It's constructive and empowering.

Industry stakeholder

Our interviews revealed the value of the Toolkit and additional support from the Engagement Producer as being in helping productions identify practical tools that fit with the needs and stage of their production, and giving them confidence to implement them.

3.4.2 Support from the Engagement Producer

The early adopters valued the support from the Engagement Producer very highly, describing it as essential to them being able to implement their toolkit interventions. There were three principal reasons for this:

- ★ **Expertise:** the Engagement Producer had extensive knowledge of both the Toolkit contents and how they might each apply in different settings – this enabled them to pinpoint the ideal tools to meet the early adopters' needs and readiness
- ★ **Capacity:** the person responsible for Toolkit implementation in the early adopter production often had insufficient capacity and time to keep a focus on it – the Engagement Producer did the leg work of identifying the right tools, and helped maintain a focus on implementation through encouragement and catch-up calls
- ★ **Navigation:** all the early adopters we interviewed described the Toolkit as dense, difficult to navigate, and difficult to identify the practical tools contained therein – without the Engagement Producer's support, they said they would not have persevered with implementation

We also heard this third point during some of our stakeholder interviews with senior industry leaders. They recognised the quality of the content from the point of view of it being evidence-based and reliable, but described the wordiness as intimidating and off-putting. To become widely used, they and early adopters thought the Toolkit needed to be much more concise, practical and tool-centric, with the supporting evidence and narratives available for those who wanted to deep-dive rather than being the entry point.

3.4.3 Starting small and building confidence

The Toolkit offers many interventions, to suit different phases of production and to fit with different productions' needs. The early adopters did not try to implement lots of different tools at once, and the Engagement Producers encouraged them to start with one or two tools and take it from there.

This gave the production team the opportunity to test out something small and build their confidence. In some cases, they then implemented other small changes, or took and expanded the approach at their next production.

3.4.4 Small changes were meaningful

Some of the changes made by early adopters were seemingly very simple on the surface. For example:

- ★ issuing a Wellbeing Memo at the start of the production to all crew (including advice on who to speak to if they had concerns)
- ★ including a statement about mental health and wellbeing on each daily call sheet, alongside contacts for support
- ★ creating an optional WhatsApp group for crew on an outside broadcast, to arrange social activities, meet-ups, walks with colleagues, five-a-side football, etc
- ★ communication blackouts during agreed hours and when on hiatus, to ensure that crew did not feel compelled to check emails when they should be resting

Despite appearing small, early adopters reported that these changes signalled a different way of doing things to the crew, and were generally well-received. The WhatsApp group was described as a really helpful way of integrating new crew members into a relatively well-established crew, and it also created a vehicle for crew members to take advantage of the Wellbeing Memo's encouragement to take time out to relax and to be active.

The daily reminders about mental health and wellbeing on the call sheets also reinforced the production company's commitment to taking it seriously. It was reinforced daily, rather than just being a one off.

Interviewees reported that they received positive feedback from crew members about these small changes, and that some crew members did approach them about mental health issues as a result of the call sheet statements and Wellbeing Memo.

3.4.5 Seeding change on future productions

Most of the early adopters we interviewed were still in production, and therefore had not yet seen the full extent of how using the Toolkit had affected their teams. However, a small number had completed their productions. In these cases, it was encouraging to hear that interviewees had taken the changes they had made as a result of the toolkit and implemented them on their new projects; in one case, they had built upon what they brought from their previous production by implementing other parts of the toolkit too on their next production. Another production manager had moved to a new role overseeing several new productions simultaneously, and was working with the production managers to implement the Wellbeing Memo and call sheets on all those productions. They were also providing training about the Toolkit to all those production managers.

If we have to do this one person and one production at a time, we'll do it. If we save one person taking their life it's important. If we have to do it incrementally, we will do it.

Industry stakeholder

3.4.6 Maximising the Toolkit's potential

Early adopters have shown that the Toolkit can be a driver of practical change and enable productions to become more mentally healthy. However, numbers using the Toolkit are small so far and our findings suggest that self-service use is difficult. To maximise the potential of the Toolkit, the Charity will need to increase uptake significantly. This will need continued resource to support productions with implementation, reshaping of the online Toolkit to make it more self-service friendly, or a combination of both.

The Charity has commissioned an impact evaluation of the Toolkit, and this will also be critical to widespread adoption. Early adopters are by their very nature already 'believers'. Those who do not yet recognise the importance of improving mental health in the industry will need a commercial business case to be convinced.

3.5 Training+ Mental Health awareness training framework

The Training+ workstream was the least well defined at the start the programme. The working group's original ambition to develop a suite of training exceeded the role and skillset of the Charity. Therefore, the workstream was re-scoped to focus on commissioning research to inform the development of an industry-wide mental health training framework.

The final product was online guidance to help employers provide appropriate mental health training for workers, particularly those that were managing freelancers. It provides an opportunity to standardise and professionalise the way mental health training is delivered to people within the industry that have responsibility for workers wellbeing.

Available on the information and resources directory, the guidance provides an overview of different areas of training that can be used to create a mental health training plan. It helps employers identify need using a risk assessment, and signposts the user to a range of resources. It also directs the user to accredited mental health training providers and describes a list of factors that can contribute to poor mental health within the industry.

The guidance has a number of links to the Film and TV Charity, and specifically to the Whole Picture Toolkit, the Support Line and the Freelancer Wellbeing Hub. It is therefore a route for users to find the Charity and Whole Picture Programme products, provides a tangible link with a major industry body, and demonstrates the programme's partnership working.

3.5.1 Reach is still relatively low

The guidance is now hosted on the ScreenSkills website and has been promoted through their newsletters, social media channels and a training course offered by them, Your Life at Work. Since launch in January 2022 to 21st September the guidance has had 2234 unique views. However, numbers of views have been declining with 1345 unique views in the first quarter, but only 363 in the quarter to September.

Monthly newsletters that include a link to the guidance reach between 15,000 and 82,000 people, however this has only resulted in 1522 clicks on the link between February and September. After a peak of 929 clicks after its first inclusion, this equates to fewer than 1% of recipients opening the link in the newsletter each month.

3.5.2 Partnerships and industry involvement are essential for sustainability

The partnership developed between the Charity and ScreenSkills will provide a useful platform for future collaboration and mutual support. Further promotion and marketing of the guidance by both organisations may encourage wider engagement and take up.

The working and focus groups that were formed to support the Training+ workstream continue to meet twice a year to review, update and develop the framework. ScreenSkills organise and administer this process from their own resources. This process and industry involvement is important to ensure the product remains relevant and useful.

3.6 Community and Peer Support

The Community Support workstream originally intended to create an online platform for community support, peer connection and self-help resources. Early research and discussion with the working group revealed that this style of platform was not what was needed, which led to a number of other interventions being co-developed:

- ★ Freelancer Wellbeing Hub – self-help resources for freelancers, hosted on the Film and TV Charity’s website
- ★ Freelancer Connector Grants – small grants and capacity building for peer support projects serving underrepresented communities in the industry, such as Black, Asian and Minority Ethnic communities
- ★ Freelancer events to be offered to people who sign up for the Charity’s freelancer community

As an interim step, the Charity bought access to TogetherAll, an online self-help and peer support platform for improving mental health. They made it available to the industry whilst developing the interventions described above.

Towards the end of 2021, the Charity decided to embed the Community and Peer Support workstream into business-as-usual operations. This meant that it was no longer within scope of the Whole Picture Programme evaluation, but the evaluation team agreed to evaluate the early learning from the Freelancer Connector Grants programme during September and October 2022 to include in this final programme evaluation report. Further internal evaluation of the Grants programme will take place in February 2023.

3.6.1 Freelancer Wellbeing Hub

The Charity launched the Freelancer Wellbeing Hub on their website in October 2021, including a first phase of self-help resources to help freelancers assess and look after their own wellbeing. The development of additional resources for the Hub was paused due to resource constraints.

Since launch, the home page has had 7323 unique views, 1496 users have completed their wellbeing check-in self-assessment and obtained their results, and 1597 users have accessed the support resources. The site is now averaging 500 views per month, which exceeds the Charity’s targets.

It was not possible to evaluate the effectiveness of the Hub during the external evaluation, due to technology constraints. However, the number of check-in assessments completed and numbers accessing support resources indicate that many of those who find the Hub derive benefit from it. There would be merit in exploring again whether some sort of survey could be added to the Hub, to gather more data on impact.

Interviews with stakeholders who were not involved in this part of the programme revealed low awareness of the Hub itself and the fact that the Charity offered support of this kind. This suggests reach could be improved, which would lead to more freelancers using and benefiting from the resources.

3.6.2 Freelancer Connector Grants Programme

The pilot Freelancer Connector Grants programme offered up to 10 grants of £3500 to support new and existing projects providing mutual professional support, social connections and peer-to-peer networks for film and TV freelancers working behind the scenes. The programme period was May 2022 to February 2023. The programme also includes a suite of capacity building support for successful applicants. This has also been made available to unsuccessful applicants. To qualify, a project needed to be peer-led and meet at least one of the programme's objectives to help film and TV freelancers:

- ★ Gain peer connections and have routes to support they can access in the industry
- ★ Feel less isolated
- ★ Gain confidence
- ★ Gain skills and/or knowledge from their peers that will aid their professional development
- ★ Have greater knowledge of how to access emotional support and work/career support

With this pilot grant round, the Charity aimed to fund projects from across the UK and those targeting groups facing additional barriers within the freelance community.

The grant programme included a preliminary expression of interest phase, reviewed by an assessment panel of industry freelancers. Those which were judged to best meet the criteria and have the most likelihood of achieving the intended impact were invited to provide more details including budget and engagement plan.

The programme received 65 expressions of interest, of which 50 met the eligibility criteria. The assessment panel shortlisted 32 projects to submit further details, and ultimately made 10 grants. Of the 10 grants, 8 were for existing projects.

The need for peer support

The number of expressions of interest suggest a high level of latent need for peer-to-peer support in the film and TV freelance community, and the need for more support for those that already exist.

Grant recipients reported that they formed their peer support groups to reduce their sense of isolation in the professional sphere, where they often did not see or meet others 'like me'. They came together to share experiences with other people who shared the challenges they were facing, whether these were experiences of microaggressions or navigating the complexities of being a carer. When they were with people who 'got it', there was no need to explain why their experiences affected them so deeply. Some of the groups also provide practical advice and support to each other, ranging from sharing work opportunities to professional development workshops to tips on the benefits system, but their primary function continues to be friendship and emotional support. All said there was a direct mental health benefit to being part of a peer support group.

Support for peer support leaders

We note that some of the existing projects that applied said they needed support to keep the project going after several years of being volunteer run. Those running the projects were struggling to keep the show on the road alongside their busy professional workloads. Our interviews with grant recipients confirm this. Peer support leaders have very busy professional lives, and have limited time to devote to running their group. They also have limited or no funds to create the systems that

might make running a group easier. Despite being a relatively small amount of money, recipients told us the grants were pivotal in enabling them to create infrastructure to support them in running their groups, for example professional Zoom accounts, social media and websites. However, even with the financial support, some were finding it difficult to release the time to put those changes into practice. They recognised they needed to invest time at the start to get things moving, but it was sometimes impossible with their workload. This is important learning for the Charity. Grants can be very powerful, but only if the conditions are right for the grant recipients to be able to implement their plans.

All the grant recipients we interviewed were excited by the prospect of the capacity building support being provided alongside their grant, even when they were struggling for time. They saw its value in helping them address common issues in leading peer support groups, and in building their network with fellow peer support leaders. Some also said they would value a small amount of bespoke advice or 'expert help', tailored to their group's needs and stage of development.

Learning from the application and award process

Whilst the number of expressions of interest and detailed applications suggest real enthusiasm for peer-to-peer support, they also represent a lot of work for both applicants and the assessment panel, as well as the extensive design and project management workload undertaken by the Community Development Manager.

The ultimate success rate was 1 in 6 in this grant round, which is quite low amongst grant programmes from other charitable funders that we work with. The expression of interest stage did reduce the number of applicants required to complete a full application, and those who got through to that stage had a 1 in 3 success rate, which is more typical in our experience. We understand that amongst those invited to submit a full application, the proportion of fundable applications was high. The panel had no shortage of suitable projects from which to choose, but the pilot was limited to ten grants to test the concept.

The assessment panel were industry freelancers rather than experienced grant assessors, which brought excellent understanding of the issues face by freelancers but made the process less efficient than it could be. Working with freelance professional grant assessors would be more efficient, and potentially more cost-effective.

3.6.3 Freelancer community events

The Charity hosted its first Freelancer networking event in October 2022, inviting Freelancer Connector Grant applicants (successful and unsuccessful) to an evening event with the following aims:

- ★ Better understanding of the Film and TV Charity's services and industry change work
- ★ Help attendees to feel celebrated, supported and create a sense of an industry community
- ★ Help attendees feel informed and excited about the forthcoming Community Development Programme
- ★ Encourage collaboration and support amongst community leaders

A number of Charity staff attended to support networking and facilitate introductions amongst the 23 attendees. Post-event surveys indicated a very positive experience. Many participants planned to keep in touch with the new connections they made at the event, and all said they felt better informed about the support and services available to them from the Charity.

This was the first such event, run as part of the Community Development Programme within the Freelance Connector Grant pilot, and the team are looking at what they can improve in future.

However, reviewing their survey data suggests this was a very successful first event, and something that could become a valued part of the Charity's work to support peer and community leaders.

3.7 Overall contribution of workstreams to positive change

The Whole Picture Programme's workstreams and products have made a very practical contribution to improving the industry's capability to support people's mental health and wellbeing.

3.7.1 Addressing critical gaps in the direct support landscape

The programme identified and filled gaps in the direct support landscape, especially in terms of support for those experiencing bullying and harassment. We must also acknowledge the importance of the Support Line. Stakeholders see it as a critical part of the UK industry's support infrastructure and it is highly valued by service users, production managers and industry leaders alike.

3.7.2 Practical tools to help productions do the right thing and individuals to find support

The Whole Picture Toolkit enabled production companies, production professionals and commissioners to turn good intentions into practical actions that support their crews' mental health and wellbeing. We have already seen examples of production professionals carrying their experiences of the toolkit forward onto new productions and into new production companies. This demonstrates that they see the value in the tools they've used, and shows the potential for spread and scaling. Implementation is facilitated and probably accelerated by the navigation support provided by the Engagement Producer role.

The Freelancer Wellbeing Hub created a space where individuals can check in with themselves and identify their wellbeing support needs. This is helpful in overcoming the sense of 'it's not that bad' or 'maybe it's just me', and validates the need for support. Usage numbers are growing and now exceed monthly targets, but there is low awareness amongst stakeholders and this suggests there is scope for more reach. The hub was launched during a relatively busy communications period for the programme and the Charity as a whole, and perhaps the message didn't reach as far as it could. Nevertheless, it has the potential to help more people if awareness can be raised.

It would also be helpful to integrate evaluation functionality into the Hub, to enable the Charity to demonstrate the impact the resources make to users.

3.7.3 A framework for mental health training

The mental health training guidance for employers is available on the ScreenSkills website, the industry's main source of training provision and advice. It is a trusted source that individuals and employers will look to for access to good quality training for their professional needs. Embedding the framework here is likely to be the most productive way to get it used. Whilst numbers accessing it now are still relatively low, as the conversation grows and people become increasingly aware of the need to provide proper mental health training it is there ready for use.

ScreenSkills have committed to promoting and maintaining the relevance of the framework, with support from the industry. It has the potential to ensure employers can:

- ★ gain access to the training they need to be able to provide a mentally health place to work
- ★ equip their staff with the skills and knowledge they need to support individuals with their mental health

It would be helpful to integrate a method of evaluating impact into the framework, so that ScreenSkills, the Charity and industry partners can understand the difference it makes and how it can be improved.

3.7.4 Keeping the industry moving in a positive direction during a challenging period

The programme began in the midst of the Covid-19 pandemic, and when production recommenced, it was with many new restrictions and protocols to protect crew health and safety. Following a period of limited production activity, the industry boomed as they tried to catch up after the Covid hiatus as well as moving forward on new projects. This could have been a recipe for ignoring mental health or at the very least it slipping down the agenda.

The programme and its practical workstreams kept the industry focused on mental health alongside these operational challenges, and encouraged productions to weave mental health into the other changes they needed to make, such as Covid protocols. The programme also continued to raise issues that needed resolving no matter what the operational conditions were, such as bullying and harassment. Some stakeholders told us that the Charity and programme have a role as the industry's conscience, and the programme's work during Covid-19 is a good example of this; the programme held up the issues and didn't let the industry look away, no matter how busy and difficult things became.

I'm grateful they exist –
I'm starting to feel seen
– I hope they continue to
get support and do good
things

Freelancer

3.8 Further change still needed

The Looking Glass 2022 results show that more needs to be done:

- ★ Still only half of respondents knew where to get support with their mental health
- ★ Only a third said their workplace ensured all crew were aware of the support on offer
- ★ Support for crew working with traumatic content and vulnerable contributors remains insufficient in the majority of cases, with only 15% and 14% respectively agreeing that enough support was provided
- ★ Almost half (45%) of people who had experience of handling a behaviour complaint didn't feel they had the necessary skills or knowledge to do so

More than half (55%) of all respondents who had experience of handling a behaviour complaint said an independent reporting body would help them address the problem in the future. Amongst those who didn't feel they had the skills and knowledge to deal with the situation, the most commonly requested support options were:

- ★ line management/supervisory training – 67%
- ★ specific training in dealing with behavioural complaints – 67%

With such a high proportion of people in line management roles feeling ill-equipped to deal with these situations, there is a clear need for training to help build their ability to address them confidently. This also reflects the feedback from one in two survey respondents who said better line management would help them manage their wellbeing more effectively.

3.9 What next?

Based on our findings we would recommend the following to be considered by the Charity:

- 1 Continue direct support for people experiencing bullying through the Bullying Advice Service and clear messaging about what 'counts' as bullying behaviour
- 2 Discontinue Spot, which does not appear to be meeting the needs of people experiencing bullying and is costly to maintain
- 3 Review and restructure the Whole Picture Toolkit, to make it more concise, practical and tool-centric
- 4 Continue the Engagement Producer support, to help embed the intervention successfully
- 5 Work in partnership with ScreenSkills, to ensure the continued development of the mental health training framework, and to identify ways to improve uptake
- 6 Work with ScreenSkills and other partners to urgently increase availability and uptake of line manager/supervisor training, to increase industry capability to address mental health, bullying and harassment
- 7 Regularly review and update the Bullying Directory and the Freelancer Wellbeing Hub, to keep them relevant and usable
- 8 Review the assessment process for future rounds of the Freelancer Connector Grants Programme

4 INDUSTRY AND WORKPLACE CULTURE

4.1 Key indicators of change

From the Looking Glass survey, we identified a number of indicators that will reflect changes in the culture of the industry. Comparing the results from the 2022 survey to the one completed in 2021 there is evidence of significant positive change in culture:

80% respondents sensed a positive change in the industry

46% of respondents experienced at least one form of bullying, harassment or discrimination in the past year, decreasing from 53%

45% of respondents felt 'Culture and Values' negatively affected their mental wellbeing, decreasing from 51%

A further indicator we compared was the proportion of respondents that reported the industry culture has a negative impact of their mental wellbeing. No significant change was seen, with 83% reporting a negative impact in 2022 compared to 85% in 2021, which fell within the margin of error. However, it shows no further deterioration in the situation.

4.2 Workstreams/deliverables to address culture

Areas of work in the programme that had the potential to impact culture discussed in this section are:

- ★ Stakeholder engagement directly through the programme and wider promotional activities
- ★ Let's Reset – the Behaviour Change Campaign launched in October 2021
- ★ Whole Picture Toolkit and navigational support offers practical solutions and shares good practice
- ★ Freelancer Wellbeing Hub to promote self-support

4.3 Stakeholder engagement

Industry stakeholders have been at the heart of the programme, at all levels from strategic decision making to consultation and co-creation. This included executive and senior management postholders from a wide range of organisations across the industry – those making and commissioning films and programmes, bodies that represent the workforce and organisations that set and uphold industry standards. There was representation from freelancers at all levels within the programme.

4.3.1 Reach

The Working Groups engaged around 50 individuals from over 30 organisations and around 15% of the membership was freelancers. The Taskforce had 28 members from 15 organisations. The level with least industry input was the Steering Group with only eight external members on the most recent list supplied, two of whom were not from the industry. This is a key level to get interventions embedded in organisations and a missed opportunity to be more influential at operational level.

The Charity also engaged the wider industry through roundtables, panels and open house events to raise awareness of the Programme and the problems it was trying to address. In the early stages, stakeholder engagement was fairly *ad hoc* and this was a source of some frustration, with lack of clarity about who had been spoken to about what and when. A more structured approach to stakeholder engagement was initiated in year two. However it continued to be focussed on the roles of a few people, and there was a disconnect between those promoting the deliverables and those creating and delivering them. Through a combination of online and in person events delivered between September 2021 and April 2022 the Charity reached over 1800 people. They have certainly had the ear of many influential individuals in the industry, reportedly speaking with 188 decision makers during the same period.

The Charity is committed to reaching further into marginalised groups, such as Black, Asian and Minority Ethnic communities, carers and people with disabilities in the industry. We note continued progress in reaching and engaging those communities, as evidenced by the diverse reach of the Freelancer Connector Grant programme and the network of relationships this is creating. However, stakeholder engagement at the senior level tends to be very white and middle class, reflecting the dominant demographic amongst industry leaders.

4.3.2 Overall engagement was well received and appropriate

This engagement was important in starting and maintaining the conversation about mental health in the workplace and the incidence and impact of bullying and harassment. The Charity is well regarded, and the senior team are well connected, respected and have been well received by the industry. As a neutral and non-judgemental organisation, the Charity has the ability to bring key industry figures together to discuss solutions to the problems highlighted in the Looking Glass research.

Most felt their level of involvement was right, being looped in and able to keep a watchful eye on what was going on. On the other hand a few stakeholders we spoke to stated that they would like to have been more involved and been able to input ideas and offer strategic direction.

As a team they are impressive – sincere, focussed, open to feedback, concentrated on outcomes not inputs, that's important to have, to believe that people will deliver something

Industry stakeholder

4.3.3 Engagement alone isn't enough to bring about cultural change

Industry leaders and partners recognise the need for change, but this isn't necessarily translating into personal action to promote change. For example, programme stakeholders and partners knew about the toolkit and thought it was a good product, but few were actively driving its implementation. Whilst their roles are often too distant from the shop floor to be practically involved in day-to-day implementation, there may be more opportunities for them to embed its use in their organisations by connecting it to the organisation's strategic priorities and performance measures.

Responses from the Looking Glass surveys and the Behaviour Change Campaign survey strongly indicate that the workforce believes that real change requires proper commitment from the top level of the industry, in both word and deed. It's not clear how much Taskforce members and other partners have been explicitly tasked with spreading the messages and driving change as yet. However, they are in the vanguard of addressing the industry's mental health issues, and are uniquely placed to demonstrate leadership in implementing the solutions the programme has created. This will bring the programme's ambitions for a mentally healthier workplace to life and act as an exemplar for others to follow.

4.4 Behaviour Change Campaign

From the very beginning, several challenges were identified with developing the Behaviour Change Campaign. These included the range of roles and sectors the campaign was trying to reach, how to get the call to action right for such a diverse audience and, as the mental health agenda was growing in wider society, that a campaign might be launched into a crowded space. This resulted in a lack of clarity about the messaging and there was a significant redesign of the campaign messaging around the time it was originally due to launch.

On a practical level the programme was unable to recruit a workstream lead so the Programme Manager has led this workstream supported by an experienced Behaviour Change Consultant for a period of time. Finding an agency to deliver the campaign also proved to be time consuming.

This combination of challenges resulted in significant delays to the launch of the Let's Reset campaign. It was finally launched in October 2021, five months after the initial planned launch date.

The launch of the campaign was designed to encourage commitment to change from senior industry leaders, and 30 industry bodies signed up to support or amplify the campaign. The campaign reached over 500,000 people through social media.

After launch, the intention was to build the campaign through further peaks of activity (referred to as spikes) focusing on different aspects of behaviour change including bullying. However, due to changes in the programme this was not continued as intended. Consequently, the campaign did not have the impact that was originally hoped for.

To help us understand the launch part of the campaign's effectiveness, we sent a survey to 771 respondents to the 2021 Looking Glass survey that had consented to participation in the evaluation. We also asked industry stakeholders if they knew about the campaign, including members of the Taskforce, Steering Group, other industry representatives and a sample of respondents to the 2022 Looking Glass survey.

4.4.1 Those who saw the campaign tended to react positively

44% of the survey respondents (n=101) had seen the campaign. Of those 81% described their reaction to the campaign in a positive tone e.g. much needed, positive, hopeful, brilliant.

However, less than half (41%) that had seen it chose to share the campaign via social media or telling others. Some stated the reason for this was that they didn't really engage with social media. However, most comments indicated they didn't think campaign was compelling enough to share or that they felt it was those 'in charge' that needed to make changes and therefore those people should be the target of the campaign.

Those that had shared the campaign had done so both verbally and through social media channels. One respondent had put it on call sheets.

Most of the interviewees we spoke to had not heard about the campaign, or were only vaguely aware of it. This included some stakeholders directly involved in the programme.

Behaviour Change Campaign and Let's Reset are great but how do we take it to the next level – lots of people still aren't aware of the Charity

Steering Group member

4.4.2 Respondents were unconvinced the campaign would result in change

Over half the survey respondents were cynical or sceptical about senior figures supporting the campaign, and overall there was a sense that nothing would really change given the industry is driven by profit. Respondents didn't seem to think there was a will at senior level to improve working conditions. Even those that had indicated they had sensed a positive change in the industry were unsure it would continue.

4.4.3 Impact in the workplace is limited

Only five survey respondents reported working somewhere that had got behind the campaign. Similarly, interviewees could not give examples of seeing the campaign being actively promoted in their workplace. Where it was used, comments about the difference it made were encouraging, suggesting that the campaign encouraged positive communication between team members about mental wellbeing and concerns.

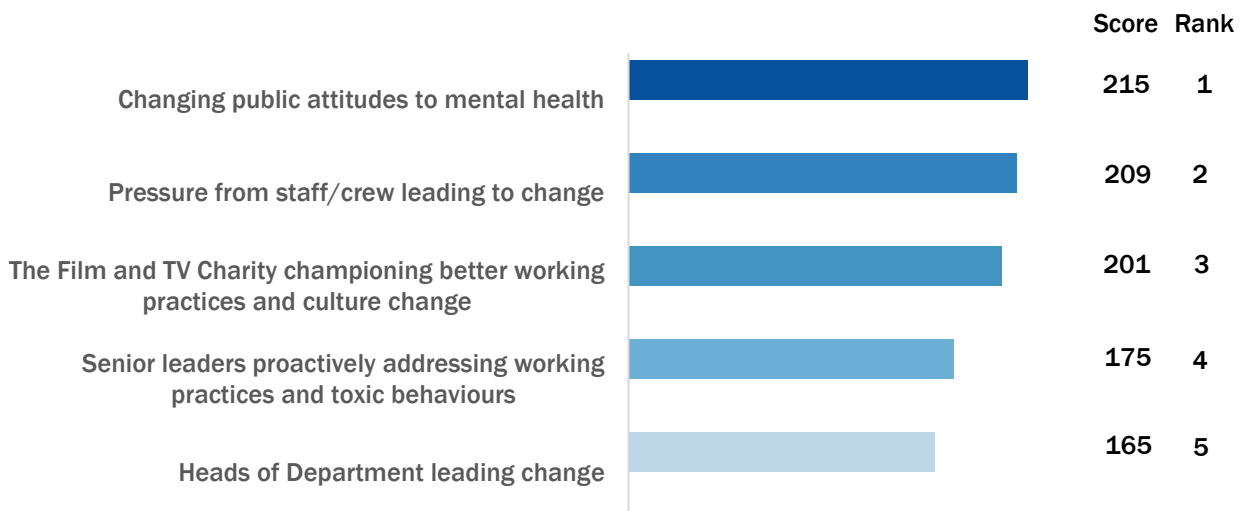
4.4.4 What is driving change

Stakeholders we interviewed felt that although change was coming it was slow, and there wasn't sufficient drive from the top to make a difference. Half of the respondents to the Behaviour Change Campaign survey sensed a positive change in the culture and behaviours in the industry, but most thought the main drivers were changing public attitudes to mental health and pressure from staff/crew. The Film and TV Charity championing better working practices and culture change was ranked third.

There's a will to improve things and people are open to making changes. But it feels like people want to get films made and make their money.

Industry stakeholder

Figure 21 – Changing public attitudes to mental health was ranked as the greatest driver for positive change in culture and behaviours in the industry



Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is a sum of all weighted rank counts

These findings were echoed in our interviews with industry stakeholders. We heard that there was more talk about mental health generally and some positive action taking place, albeit quite small scale. Many commented that change needed to be driven from the top, and this was seen as the factor least driving positive change.

4.5 Whole Picture Toolkit and Freelancer Wellbeing Hub

Behaviour drives culture change, so products that have been delivered through the programme that encourage or promote behavioural change have the potential to impact on culture in the longer term. The Toolkit and the Freelancer Wellbeing Hub are both tools to encourage behavioural change. At production level, the Toolkit promotes good practice and support for the workforce.

At an individual level, the Freelancer Wellbeing Hub encourages people to take responsibility for their own wellbeing and promotes the message that taking care of yourself is the right thing to do. Self-care is an important element of cultural change; having the skills and confidence to manage work-life balance for example is critical, as is prioritising one's own wellbeing as a means to be an effective crew member.

In creative industries people are so obsessed with what they are trying to achieve, but we need to do it in way that's healthy

Industry stakeholder

4.6 Overall contribution of workstreams to positive change

The behavioural change campaign has had limited success, as it has not reached enough people or the right people, and those it does reach are unconvinced it will make a difference. The deliverables that promote behavioural change have the potential to impact on the culture of the industry in the longer term, but overall the impact of the workstream deliverable on culture is small.

Stakeholder engagement is important, and this is discussed in more detail later. The programme role in starting and maintaining the conversation about mental health is an important step in bringing about cultural change. Going forward, the Charity and industry leaders need to challenge themselves to bring about real change across all their organisations.

It's a crowded field – there's rivalry and sometimes navigating that is difficult. We have to be bold about what we are doing, and hope people will join but also be prepared to support and join others, collaborate and create synergy

Industry stakeholder

4.7 Culture is shifting but there is a long way to go

80% of Looking Glass 2022 respondents sensed a positive change in the industry and an increased proportion felt people working in the industry had a positive attitude to mental health problems. Interviewees also felt that things were slowly improving, and there was at least more awareness and more conversations about mental health.

However, there is still a long way to go. Significant proportions feel they will be judged, or their work prospects will suffer if they are open about mental health problems and a third of respondents still wouldn't seek support. Again, interviewees supported this finding.

Furthermore, the Behaviour Change Campaign survey revealed that only 27% of respondents (n=44) were confident their employer would take action if they reported a toxic work environment. Comments across the survey indicated that people thought individuals were aware of, talking about and addressing mental health but companies were not. Respondents were more sceptical or cynical in their reaction to senior industry figures speaking in support of the campaign.

The behaviour change survey responses also indicated that the lack of progress now and in the future is perceived to be a lack of willingness and action from the top of the industry to drive change. There wasn't much confidence that the positive change they had sensed would continue.

There is some uncertainty about the sustainability of the conversation and concern that it may just be a reaction to the Covid pandemic, which we know did drive mental health up everyone's agenda. Once the crisis and outfall from the pandemic is over will the industry just return to its previous status quo?

It does seem companies are slowly becoming more receptive to health and mental health problems in general in the industry. It's more individuals that are, but I think companies as a whole still have a long way to go

Behaviour Change Campaign survey respondent

4.8 Next steps

Based on our findings we would recommend the following to be considered by the Charity:

- 1 Discontinue the Behaviour Change Campaign beyond the currently planned bullying spike
- 2 Taskforce members and other industry leaders to fully commit to involvement in this work, accepting more leadership, responsibility and accountability. This commitment should include:
 - o encouraging and modelling widespread adoption of the programme's practical products (such as the Whole Picture Toolkit) across the industry, by driving implementation in their own organisations
 - o ensuring that their organisations take part in the Looking Glass survey, to ensure the evidence and measurement necessary to guide future work.
- 3 Roll out implementation of the Whole Picture Toolkit as a driver of behavioural change on set and in commissioning
- 4 Increase promotion of the Freelancer Wellbeing Hub as a driver of individual behavioural change, to further grow reach

5 WORKPLACE CONDITIONS

5.1 Key indicators

From the Looking Glass survey, we have identified a number of indicators that will reflect changes in workplace conditions. Comparing the results from the 2022 survey to the one completed in 2021, there is evidence of positive change in workplace conditions:

A significantly smaller proportion of respondents (33%) were working in excess of 50 hours per week in 2022, compared to 2021 (39%)

66% of respondents felt 'Control over working hours' negatively affected their mental wellbeing, a significant decrease from 70%

A further indicator we compared was the proportion that reported working conditions had a negative impact on their mental wellbeing (87%). There was no change from 2021.

5.2 Workstreams/deliverables to address conditions

The programme workstreams were focused mainly on addressing the capability and culture pillars identified in the original Looking Glass research, in recognition of the limited direct influence the Charity could have on the working conditions (such as hours, pay and workload) on individual productions. However, there was an expected knock-on effect on conditions from the Whole Picture Toolkit, and longer term from the Training+ workstream. The programme team have also met with commissioners and broadcasters to encourage them to include adoption of the Toolkit in future contracts with production companies.

In addition, throughout the programme the Charity has been a voice calling for productions to consider different ways of working, and not simply accept that 'we've always done it this way'. The post-Covid message is that the industry adapted and proved that some accepted ways of working weren't necessarily essential, so it can keep adapting.

5.3 Belief that working conditions may not change dramatically

During our interviews, stakeholders in both operational and senior leadership roles questioned whether working conditions such as long hours would ever change fundamentally. They thought the nature of the work and the way it is funded may mean that conditions are always demanding. They believed that unless commissioners were willing to increase production budgets, to lengthen production timeframes which would facilitate shorter working days, overall working hours wouldn't change much.

They also said that many in the industry, including themselves, often thrived on the intensity of the production process, provided the 'soft' conditions on set such as culture, behaviour and people management practices were positive. They thought it was when intensity and long hours were combined with poor behaviours and feeling commoditised that they become intolerable.

We know from management good practice and research that effective people management practices lead to staff engagement, and that this results in people giving discretionary effort – going the extra mile – in their work. This accords with stakeholder feedback that the hours and intensity are much

more acceptable when the on-set atmosphere is good. However, there is a limit in terms of what human beings can tolerate in terms of hours and intensity; for example, the post-Covid boom pushed many people to their limit.

There is a danger that these beliefs about the industry being unlikely to change could become a self-fulfilling prophecy, as they excuse the industry from trying to change; as does the narrative that people in the industry thrive on intensity – described by some stakeholders as the ‘ride or die’ culture.

5.4 Building a business case

Some additional questions were included in the Looking Glass survey in 2022 to explore the impact of poor mental health on productivity. 65% of respondents reported their mental health made them feel less productive and 57% reported it made them feel less creative. These findings could help inform a business case or at least a rationale for further research. The planned impact evaluation of the Whole Picture Toolkit could also contribute to this process. In addition, some stakeholders pointed to working conditions in the industry in some other countries, such as Sweden and Australia, as being much better but equally productive.

5.5 Overall contribution to positive change

The programme’s main contribution to positive change around conditions comes from the Whole Picture Toolkit, as it helps productions create the soft conditions that make intense workload tolerable and even enjoyable. From media blackouts to promoting wellbeing, to helping productions navigate options for work from home and job-sharing, the Toolkit can equip productions to build a mentally healthy workplace. Importantly, the Toolkit has helped productions consider things that they previously considered unrealistic; the expert advice and practical tools enabled them to make it work. Covid-19 working protocols also opened the door for flexible working options, and the Toolkit encourages productions to consider continuing them as part of their ‘new normal’.

The Charity has also been a voice calling for productions to consider different ways of working, and not simply accept that ‘we’ve always done it this way’. The post-Covid message is that the industry adapted and proved that some long-accepted ways of working weren’t necessarily essential, so it can keep adapting. However, most stakeholders thought that unless commissioners were willing to increase production budgets, to lengthen production timeframes which would facilitate shorter working days, overall working hours wouldn’t change much.

5.6 In summary

Any major change in working hours and workload intensity will be driven by commissioners and production companies, and ultimately that will be driven by commercial imperatives. Our findings show that working hours have improved a little despite the UK industry enjoying high levels of production; this shows that change is possible. If industry leaders can see a compelling business case, with real impact on both quality of output and profits, change could accelerate.

The Whole Picture Toolkit can be a powerful contributor to improved ‘soft’ conditions (working atmosphere, management practices and behaviour) which make long hours more palatable for many people. In the absence of changes to hours and workload, this would represent a significant contribution to the industry feeling like a better place to work.

5.7 Next steps

Based on our findings we would recommend the following to be considered by the Charity:

- 1 Commission or undertake research to inform development of a business case, to demonstrate the impact of working conditions on creativity, output quality and profitability
- 2 Commission or undertake research into industry leaders' beliefs about the prospects for changing working practices and conditions, and identify what can be done to bring about change in those beliefs and in working conditions

6 THE WHOLE PICTURE PROGRAMME AS DRIVER OF CHANGE

Alongside the work to address immediate needs and issues in the industry, the programme aimed to kickstart industry-wide cultural change to prioritise people’s wellbeing as a driver of creative and commercial success. Our findings show that the programme has made two very important and unique contributions to longer term change.



6.1 Building the evidence base

Interviewees told us they already believed that mental health and wellbeing was a problem, but the Looking Glass research and subsequent surveys confirmed that the problem was real and provided a catalyst for change.

The research revealed the shape and scale of the problem, which made it less easy to dismiss or ignore. It also gave stakeholders objective evidence with which to challenge colleagues and leaders who were sceptical about whether the problem existed. Having defined the problem more clearly, the Looking Glass research enabled the Charity and others to design evidence-based actions in response.

Before the survey any attempt to get people focussed was based on anecdotal evidence. [The Looking Glass] provided the evidence base.

Task Force member

The Looking Glass survey provides a solid basis to work from; numbers don't lie

Industry stakeholder

The Charity’s commitment to regularly repeating the Looking Glass survey is seen as important. It will act as a barometer for the industry across the years, and will maintain a focus on mental health and wellbeing in an industry that many interviewees described as having a notoriously short attention span.

Interviewees told us the Charity was uniquely positioned to both initiate and continue the Looking Glass research. They struggled

to identify any other organisation with the neutrality or mandate to do so, and admired the Charity for stepping up and speaking out about this crucial issue.

The Charity has commissioned further research, making further use of the Looking Glass. The Mind-Craft report draws themes from further statistical modelling of Looking Glass 2021, which revealed the importance of loneliness amongst people in the industry experiencing mental health issues. They also published 'Absent Friends' highlighting the challenges of older workers leaving the industry. The Charity's commitment to continuing to build a reliable evidence base on key industry issues is a valuable asset for the industry, as demonstrated in how the research is informing others' thinking and research. For example, the Looking Glass 2019 and 2021 findings were used as the statistical underpinnings of 'A Sustainable Workplace?', the chapter on working conditions in the Nostradamus 2022 report 'Imagining a Sustainable Industry' published by Goteborg Film Festival. Furthermore, the BFI Skills Review 2022 drew extensively on the Looking Glass 2021 findings and the 'Absent Friends' report.

6.2 Driving the conversation

The strategic industry leaders we spoke with overwhelmingly described the programme and the Charity as driving the conversation about mental health in Film and TV. This went beyond developing an evidence-base: the programme used that evidence to put mental health issues in the spotlight. Evidence alone can be ignored, but the programme made sure it was widely known and talked about, so it became unignorable.

WPP has shocked everyone into talking about it and we all need to be talking about it

Task Force Member

After using the research to start the conversation, the programme brought together people from across the industry to design solutions. The Charity's neutrality and industry-wide remit meant it was uniquely placed to convene people at different levels (from the most senior to those working operationally on productions) and in different roles, to share the ambition and shape practical solutions. The Charity created the conditions where people could come together in a non-judgemental space and share in an ambition for change.

6.3 Strategic Added Value

Working across the industry to influence, inspire and seed cultural change does not deliver measurable short-term outcomes, and the long-term shifts will usually be achieved through the actions of many organisations and individuals. But it starts somewhere, and is often supported and sustained by the continued efforts of those who start it.

Whilst difficult to measure, it is essential to understand these less tangible contributions as they often form the foundation or 'hidden wiring' without which the change cannot happen. In an attempt to define these contributions, the concept of Strategic Added Value⁷ (SAV) was developed.

SAV was first introduced as a means to evaluate Regional Development Agencies' impact that came not from programme and project spend, but from their influence on stakeholders' and partners' behaviours and performance. SAV has since been more widely adopted, and provides a very helpful

⁷ DTI Occasional Paper Number 2 - Evaluating the Impact of England's Regional Development Agencies: Developing a Methodology and Evaluation Framework. February 2006.

lens through which to view the impact of the Whole Picture Programme. It allows for articulation of impact where the end outcome was delivered by others but was enabled, facilitated or supported by the programme's activity.

SAV is comprised of five different categories of impact listed below:

Category	Description
Strategic leadership and catalyst	Articulating and communicating industry needs, opportunities and solutions to partners and stakeholders
Strategic influence	Carrying out or stimulating activity that defines partners' distinctive roles, gets them to commit to shared strategic objectives and to behave and allocate their funds accordingly
Leverage	Stimulating partners and stakeholders to mobilise their resources in support of shared strategic objectives (this can be funding, people and other resources such as equipment)
Synergy	Improving information exchange and knowledge transfer, leading to improved coordination or integration of design and delivery of interventions between partners
Engagement	Effective and deliberative engagement of stakeholders in the design and delivery of industry-wide priorities and programmes

It is common for programmes which deliver SAV to do so predominantly across one or two categories rather than all.

At the moment, the Charity and programme are rightly recognised for their contribution, but it will become harder to disentangle as culture change progresses. We have therefore assessed their achievements to date through the lens of Strategic Added Value to provide a record of the underpinnings that would not have happened without them.

We explored the different categories as part of our semi-structured interviews, triangulating across findings from all the different groups we interviewed.

Our findings show that the programme made strongest impact in three categories:

- ★ Strategic leadership and catalyst
- ★ Strategic influence
- ★ Engagement

The table below summarises the evidence from our interviews and observations in relation to each category.

Category	Impacts achieved through:
Strategic leadership and catalyst	<ul style="list-style-type: none"> • Commissioning Looking Glass research to evidence the mental health crisis in the screen industries • Using the evidence to articulate the industry's need for change • Stepping up and calling for action to address the mental health crisis in the Film and TV industries
Strategic influence	<ul style="list-style-type: none"> • Influencing senior industry leaders and strategic partners to commit resources to the Whole Picture Programme • Mobilising senior industry leaders to speak out and bring attention to the issues • Identifying and sharing good organisational and individual practice, which in turn influences managers and leaders in the industry to begin the process of changing working practices
Engagement	<ul style="list-style-type: none"> • Convening expert working groups drawn from across the industry to design practical solutions to the mental health crisis • Convening senior industry leaders in a non-competitive space to engage with the issues

6.4 Next steps

As already noted, most programmes delivering SAV do so in one or two categories rather than all of them. That the Whole Picture Programme has already delivered across three is impressive. If the Charity and industry leaders wanted to go further with their ambitions for galvanising industry-wide change, they should focus their efforts on delivering more leverage and synergy: the coordination and mobilisation of resources and knowledge collectively, in pursuit of shared strategic goals. This would represent a maturing movement for change.

Based on our findings and recommendations earlier in this report, a good example of leverage would be if Taskforce members and other industry leaders were to drive implementation of the Whole Picture Toolkit across their organisations. This would represent a mobilisation of resources from many organisations in pursuit of the shared goal of mentally healthier productions and workplaces.

7 CONCLUSIONS AND RECOMMENDATIONS

7.1 The three pillars – Capability, Culture and Conditions

The evaluation explored the programme's contribution to:

- ★ improving the **capability** of the industry to support individuals with mental health problems and reduce the incidence of bullying and harassment
- ★ changing the **culture** within the industry to one that is more aware and accepting of mental health problems, and promotes wellbeing for all individuals in the industry
- ★ improving **conditions** within the industry that will result in less bullying and harassment and overall better mental health

7.1.1 The programme contributed most to improving the industry's capability to support people by developing practical tools and services

A number of the programme's products were designed to fill gaps in the support landscape, whilst others were developed to equip and upskill the industry to better support people's mental health and wellbeing; most notably, the Whole Picture Toolkit and the Bullying Advice Service.

Our findings reveal that use of the Toolkit is beginning to spread, but further support resource will be needed to maximise uptake and application. There would be merit in reworking the web resource to make it easier to use on a self-service basis.

Other online products, such as the Freelancer Wellbeing Hub and Anti-Bullying Directory, could have more impact if awareness and usage were higher. Similarly, our findings show that many in the industry do not know where to go for support, so better awareness of the existing services and tools could increase support uptake and people's perceptions of the industry's ability to provide support.

The mental health training guidance for employers now hosted by ScreenSkills, has yet to gain widespread acknowledgement but is a potentially useful resource. Further promotion of this product may increase uptake and could provide a valuable inroad for further work developing line manager/supervisor people management training.

There continues to be a need for line manager/supervisor skills training and handling bullying/behavioural complaints training for those with people management responsibility. The former has the potential to make a strong contribution to improving culture and soft working conditions as well.

7.1.2 Industry culture is beginning to shift, albeit modestly, and the programme was a key contributor to this

Most survey respondents sense some positive shift in culture. Whilst this is partly a result of changes in the public discourse, we also note two ways in which the programme has made an important contribution:

- ★ Driving the industry's conversation about mental health and the need to foster a more positive working culture
- ★ Creating the Toolkit, which gives productions practical ways to shift working culture on set

Culture takes many years to change dramatically, so there will be a need to maintain focus on the conversation and the changes needed. The industry moves fast, and its focus can change equally

quickly – someone needs to hold the flame for culture change that supports mental health. The Film and TV Charity is well placed to be that someone.

7.1.3 Industry leaders are sceptical about the prospects for change in working conditions such as hours, pay and intensity, but some change is happening and the programme has created tools to help improve ‘softer’ conditions such as working atmosphere and behaviours

We know from good management practice, that improving these softer conditions improves workers’ engagement, satisfaction and discretionary effort, all of which improve the acceptability of intense working hours. The Toolkit has equipped production leads with the practical skills and tools to adapt the conditions that are within their control, which should in turn reduce the negative impact of those conditions that will be harder to change until there is wholesale change amongst commissioners.

Recent changes in working hours suggest that change is possible, but it will have the best chance of happening if the commercial benefits of improved working practices can be demonstrated.

7.1.4 The products developed by the programme are highly valued by those who know about them, but awareness needs to grow

Those who have used the products developed by the programme value them highly, because they are:

- ★ High quality
- ★ Reliable and credible
- ★ Evidence based
- ★ Tailored to the industry

The challenge comes in ensuring that all those who could benefit from the products and services are aware of them. Given the positive reaction from those who use them, it is reasonable to assume that others would have an equally positive experience if they were to use them. There’s no reason to hesitate in promoting them in future, and in fact there is a strong case for developing a strategic outreach plan to ensure the products penetrate all parts of the industry.

7.2 Working with the industry to bring about change

7.2.1 The Film and TV Charity has brought industry partners together to focus collectively on mental health

In such a competitive industry, the Charity succeeded in bringing most of the main players to the table, and gaining their commitment to collective action to improve mental health in the industry. The Charity’s use of robust evidence to underpin its work made mental health unignorable, and the Charity’s engagement with the industry at so many levels to design the response made it everyone’s business, and visibly so.

So far, the ask of senior industry leaders has been relatively modest in terms of practical action. Their role so far has been predominantly endorsement and contribution to programme funding, which is crucial. As the work progresses, there will be a need for more visible action from these leaders and their organisations, as lasting culture change will be driven by leadership decisions and action.

7.2.2 The programme has strengthened the Film and TV Charity’s profile and respect within the industry

The programme, and the Charity’s decision to step up and drive this work, has had a very positive impact on the Charity’s profile. It is seen as a serious player with a serious message, and is much

admired for its leadership on such an important subject. The growth in profile and admiration was noticeable during the evaluation, the organisation is punching above its weight when considering its financial and staff resources.

The respect earned during the last two years will be crucial in securing the industry's continued leadership in taking the work forward alongside the Charity. Trust and respect are the essential precursors if the Charity is to act as the industry's critical friend and conscience around mental health.

7.3 The future

The work is not done, nor did the Charity and its partners expect it to be by now. The Whole Picture Programme was a two-year urgent response (now ended) to galvanise industry action addressing the effects of the immediate mental health crisis, and part of a ten-year programme to seed longer term industry change. The evaluation shows some positive shifts. But, starting as it did from a very challenging position, there is much more still to do. The Charity and its partners therefore need to consider carefully how the two-year urgent response phase transitions into a ten-year programme.

Whilst other organisations have joined the cause, there is continued need for coordination and keeping the industry focused on mental health for the long term. Our findings indicate that this galvanising and championing role is best fulfilled by the Charity, with a growing collective of partners all making their contribution. The Charity has the independence, neutrality, expertise and trust to coordinate the work, and its evidence-driven approach has been key to successes so far. But as the Charity's research shows, they have limited capacity to create change without the active and fully committed involvement of industry players. The programme is now entering a new period, after the completion of the urgent Whole Picture Programme phase, and some positive change has been created. Continuing that change and improvement now depends on members of the Taskforce and other industry leaders picking up the baton, with the Charity's galvanising support.

We recognise that the charity has limited resources, and other charitable aims to achieve as well. This will mean targeting its resources on those activities that make the most difference, and mobilising industry partners to each make their own unique contribution. The Charity doesn't need to do everything itself, but there are some things only it can do. We provide recommendations below on what this might entail.

7.4 Recommendations

Pillar	Recommendation
Capability	1 Continue direct support for people experiencing bullying through the Bullying Advice Service and clear messaging about what 'counts' as bullying behaviour
Capability	2 Discontinue Spot, which does not appear to be meeting the needs of people experiencing bullying and is costly to maintain
Capability	3 Review and restructure the Whole Picture Toolkit, to make it more concise, practical and tool-centric
Capability	4 Continue the Engagement Producer support, to help embed the intervention successfully
Capability	5 Work in partnership with ScreenSkills, to ensure the continued development of the mental health training framework, and to identify ways to improve uptake
Capability	6 Work with ScreenSkills and other partners to urgently increase availability and uptake of line manager/supervisor training, to increase industry capability to address mental health, bullying and harassment
Capability	7 Regularly review and update the Bullying Directory and the Freelancer Wellbeing Hub, to keep them relevant and usable
Capability	8 Review the assessment process for future rounds of the Freelancer Connector Grants Programme
Culture	9 Discontinue the Behaviour Change Campaign beyond the currently planned bullying spike
Culture	10 Taskforce members and other industry leaders to fully commit to involvement in this work, accepting more leadership, responsibility and accountability. This commitment should include: <ul style="list-style-type: none"> - encouraging and modelling widespread adoption of the programme's practical products (such as the Whole Picture Toolkit) across the industry, by driving implementation in their own organisations - ensuring that their organisations take part in the Looking Glass survey, to ensure the evidence and measurement necessary to guide future work
Culture	11 Roll out implementation of the Whole Picture Toolkit as a driver of behavioural change on set and in commissioning
Culture	12 Increase promotion of the Freelancer Wellbeing Hub as a driver of individual behavioural change, to further grow reach
Conditions	13 Commission or undertake research to inform development of a business case, to demonstrate the impact of working conditions on creativity, output quality and profitability
Conditions	14 Commission or undertake research into industry leaders' beliefs about the prospects for changing working practices and conditions, and identify what can be done to bring about change in those beliefs and in working conditions