thrive at work

Thrive at Work Wellbeing Commitment

Growing healthier, happier workplaces

West Midlands Combined Authority

Foreword

I am delighted to help launch WMCA's Thrive at Work Wellbeing Commitment, designed to make the region a healthier, happier and more productive workplace.

It is now widely accepted by business across all sectors that a healthy workforce is a happier, more dynamic and more efficient workforce.

The combined authority pledged, in its Thrive West Midlands Action Plan, to support people into work and while they are in work - boosting productivity in the process.

This initiative not only challenges employers to put that clear commitment to health and wellbeing into action – but is also a guide to help at every step of the way.

Putting the Commitment into practice will deliver real improvements in workforce health and wellbeing.

Employees and employers will both benefit - the National Institute of Clinical Excellence estimates that making changes that promote employee wellbeing save employers between £130 and £5,020 in reduced absence or illness per person.

The benefits of a more engaged and productive workforce will also have an impact beyond the company to the wider community.

It is representative of WMCA's 'whole life' approach to its ambition for a programme of inclusive growth that will improve the lives of individuals, communities and the region.

We very much hope businesses will take this opportunity to create positive change and look forward to a growing movement of firms signing up.

Rt. Hon. Norman Lamb MP

Chair of the Mental Health Commission

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Commit your organisation to a happier and more prosperous future

West Midlands Combined Authority has created the Thrive at Work Wellbeing Commitment in recognition of the need to ensure our working population is supported – designed to encourage and reward employers for improving the health and wellbeing offer to their employees.

Evidence suggests that organisations will see financial benefits from investing in employee health and wellbeing - through reduced sickness absence, lower staff turnover and better productivity and job satisfaction.

Poor workplace wellbeing affects an employee's ability to effectively engage with their colleagues, managers and work. Around £1.7 billion is currently lost in output and productivity by employees in our region as a direct result of poor workplace wellbeing. Happier and healthier employees can work more efficiently and sustainably.

This is an exciting opportunity for employers to better support their employees and take control of workplace wellbeing.

Organisations that achieve at least the universal offer (Bronze), on the Thrive at Work Commitment will receive the Thrive at Work Wellbeing Award.

What is the Thrive at Work Wellbeing Commitment?

Thrive at Work is a workplace commitment with criteria and guidelines to help create a workplace that promotes employee health and wellbeing. It focuses on key organisational areas like health and safety and manager training, as well as mental, musculoskeletal and physical health and promoting healthy lifestyles.

The commitment provides a structured approach to workplace health and wellbeing. It includes a holistic framework to support implementation and intervention by making it easier to raise awareness and take action to improve employee health and wellbeing and boost productivity and profitability. A toolkit will be available, steering your organisation to local and national resources, policies and services to help you put the commitment into practice.

Thrive at Work is designed in recognition that one size does not fit all and although it specifies criteria and guidelines and supports and nudges organisations to make changes, it also allows flexibility in the way you can use the guidelines and decide how best to allocate your resource to meeting the criteria. The commitment applies to employers of all sizes and includes organisations without a physical location.

Organisations that achieve at least the universal offer (Bronze), on the Thrive at Work Commitment will receive the Thrive at Work Wellbeing Award.

Why is this important?

A growing number of employers are already adopting measures aimed at promoting health and wellbeing among their employees. They recognise that the workplace can be used to promote or reinforce healthier working practices and lifestyle choices. They also know that they can influence several aspects of their employees' physical and psychological wellbeing, helping to boost productivity, commitment and attendance levels.

Happier Workforce

Employers who take an active role in improving employee wellbeing by supporting better mental health and wellbeing through effective policies, good line manager training and board level engagement, will have a much happier workforce. Happier employees will work better and more efficiently together, fostering a positive working environment which allows the organisation to thrive. Happier employees have less absenteeism. Each year mental ill-health costs the economy an estimated £70 billion. Making changes to support employee wellbeing can reduce costs and improve productivity.

More Productive Workforce

There is a strong business incentive to better support employees' health and wellbeing needs. A healthier and happier workforce is much more likely to be a productive workforce. Staff who feel that their employers are proactively supporting their physical and mental health feel better valued within an organisation and will be more able to manage any existing conditions with their work. This will improve work rates and reduce absenteeism and presenteeism in your organisation. The National Institute of Clinical Excellence (NICE) estimates that implementing interventions to promote staff wellbeing could save employers between £130 and £5,020 per participating employee, by reducing absence or illness at work.

Healthier Workforce

Employers who take an active role in supporting staff with musculoskeletal (MSK) conditions and encouraging healthy lifestyles are much more likely to have a healthy workforce. Around 30 million days of sickness absence each year are attributed to MSK – this is 23% of all working days lost. Healthy employees will be more able to effectively engage in their work in a much more sustainable way and will be significantly less likely to take sick days.

As an employer, it's in your interest to help your employees by supporting their wellbeing through the workplace. Failing to take action is likely to lead to lower productivity, higher absence and greater staff turnover, all of which may levy a significant cost on your business.

What is in involved?

The Thrive at Work Wellbeing Commitment is a standard of good practice and a quality mark for health and wellbeing in work. The programme helps employers improve staff health and wellbeing, engage and communicate more effectively with employees and help to achieve a range of business and organisational benefits.

By participating you are already on the road to addressing issues such as reducing sickness absence costs, improving productivity and improving staff engagement and commitment.

To start, simply complete the self-assessment to help decide on key areas for action in your workplace.

There are five key themes: Enablers of Health, Lifestyles, Mental Health, Musculoskeletal Health and External Risks. Accreditation can be achieved at three different levels.

Accreditation levels

1.

Bronze

The Bronze level focuses on providing accurate and appropriate information to enable employees to make healthier choices on a variety of subjects. Criteria for this level outlines specific actions for businesses. Activities have minimal direct costs but will require commitment to implementing effective policies and procedures, good line manager training, and board level engagement, for example.

2.

Silver

The Silver level focuses on understanding employees' health needs and taking direct action to prevent ill-health. Activities at this level of the commitment will require businesses to show they understand the health needs of their employees and can demonstrate they are taking action to meet those needs and prevent ill health.

3.

Gold

The Gold level focuses on businesses becoming experts in understanding employee needs and developing strategies to actively improve employee health and wellbeing in a monitored and sustainable way. Businesses at this level will choose their own areas for action and develop innovative activities and have a clear idea of how to monitor their success and impact on employees and their business.

Commitment framework

Accreditation Levels

There are three levels at which an organisation can achieve accreditation - Bronze, Silver and Gold. To achieve the higher levels of accreditation the levels below must also be completed.

Each level of the accreditation covers a number of different themes as shown below.

Bronze Level

Theme 1 - Enablers of Health
Theme 2 - Mental Health
Theme 3 - Musculoskeletalhealth
Theme 4 - Lifestyles

Silver Level

Theme 1 - Enablers of Health
Theme 2 - Mental Health
Theme 3 - Musculoskeletal health
Theme 4 - Lifestyles
Theme 5 - External risks to health

Gold Level

Theme 2 - Mental Health
Theme 3 - Musculoskeletal health
Theme 4 - Lifestyles

Commitment Themes

Each theme has a number of different sublevels as shown below.

Enablers of health

- Board level engagement
- Line manager support
- Health & Wellbeing lead (s)
- Policies & procedures
- Attendance management
- Health & Safety
- Social Value

Mental health

- Identification
- Prevention
- Self-Management
- Treatment

Musculoskeletal Health

- Identification
- Prevention
- Self-Management
- Treatment

Lifestyles

- Smoking
- Alcohol and substance use
- Healthy eating, drinking & weight
- Physical activitiy
- Active travel

External risks to health

- Financial health
- Domestic abuse
- Caring responsibilities

Getting Started

To start, simply complete the self-assessment section in this handbook.

The self-assessment process will give you a good understanding of where your organisation stands at present, affirming good health and wellbeing practices already in place, as well as highlighting areas that require attention. This section will help you decide on key areas for action in your workplace.

Once you have decided on the key areas for action, the free online toolkit will point you to national and local resources and services that will help you begin to fulfil the commitment criteria. You will also find contact details for your local authority health and wellbeing support team.

As you fulfil each criteria, remember to go to the Thrive at Work website and upload your evidence towards accreditation under your organisation's dedicated login area. As the evidence is assessed and approved your dashboard will indicate how you are progressing on your journey to accreditation. Once you feel that your organisation is ready to be assessed for bronze, silver or gold level accreditation, please contact the team to arrange your site visit.

Where can I get more information?

You will find lots more information on our website. You can call or email our team for any queries regarding the Thrive at Work Commitment. Within the toolkit you will also find contact details for your local authority Health and Wellbeing team, who can offer additional local support on your journey to reaping the benefits from improved staff health and wellbeing.

Website: wmca.org.uk/thriveatwork / Email: thriveatwork@wmca.org.uk /
Phone: 0121 214 7861

Organisation Self-Assessment

This self-assessment tool will help your organisation to look at their starting position with respect to fulfilling the Thrive at Work Commitment. You should work through the self-assessment framework and score where the organisation is with respect to each criteria.

Completing the tool will help remind you what is already in place and highlight areas of strength and weakness. This will allow you to design your health and wellbeing approach accordingly and will also serve as a useful prompt for senior managers or board level discussion about staff health and wellbeing and priorities for action.

Bronze Level

Theme 1

Enablers of Health

Board level engagement

Ref No	What you need to do	Fully met	Part met	Not met
BL1	Undertake a health and wellbeing needs assessment to decide on health and wellbeing priorities in the workplace and develop an action plan to address these.			
BL2	Develop a health and wellbeing policy/plan/ commitment statement.			
BL3	Establish a health and wellbeing champion/ steering group.			
BL4	Ensure you have efficient ways to consult, communicate and cascade issues to employees.			

Health and wellbeing lead

Ref No	What you need to do	Fully met	Part met	Not met
HW1	Calculate baseline metrics for your organisation, to work out the costs of employees' health to the organisation. This will help build the business case for taking action and evaluate your progress.			
HW2	Empower the health and wellbeing champion/ steering group to work effectively in the organisation and influence health and wellbeing priorities.			
HW3	Support and implement activities for four health and wellbeing campaigns annually.			
HW4	Ensure that all staff are equally able to take part in health and wellbeing activities.			

Attendance Management

Ref No	What you need to do	Fully met	Part met	Not met
AM1	Have a clear attendance/absence policy, which includes a statement that contact is maintained with absent employees.			
AM2	Record when and why staff take time off work.			
AM3	Documented return to work procedures are in place and return to work interviews are conducted.			
AM4	Ensure that your organisation is able to make reasonable adjustments to work patterns and structures to encourage people with difficulties to return to/stay in work.			

Policies and procedures

Ref No	What you need to do	Fully met	Part met	Not met
PP1	Ensure all staff know where to access policies/ procedures and support.			
PP2	Ensure effective policies are in place to promote a positive working environment.			
PP3	Ensure statutory equality guidance and legislation is in place and followed by all.			

Line manager support

Ref No	What you need to do	Fully met	Part met	Not met
LM1	Promote effective people management to ensure all employees have a regular conversation about their wellbeing with their line manager. Train and support line managers in effective management practices.			
LM2	Ensure line managers take appropriate action to deal with any health or wellbeing concerns and encourage open conversations about health conditions and the support available when employees are struggling.			
LM3	Ensure line managers are equipped to manage flexible and innovative ways of working so that work-life balance is part of your organisation's culture.			
LM4	Ensure line managers are able to manage staff sickness and employee return to work effectively.			

Health and Safety

Ref No	What you need to do	Fully met	Part met	Not met
HS1	Have a statutory Health and Safety Policy in place which is regularly reviewed and followed.			
HS2	Provide appropriate health and safety information and training for all staff (including managers) and ensure that this is kept up to date.			
HS3	Establish a health and safety champion.			
HS4	A risk assessment programme has been implemented and all employees are informed of the workplace risks that affect them and the controls in place. This should include individual stress risk assessments.			

Social Value

Ref No	What you need to do	Fully met	Part met	Not met
SV1	Support local people to maximise their knowledge and skills and access employment opportunities.			
SV2	Efficient use of resources by minimising waste and increasing recycling.			
SV3	Support local charities and community organisations.			

Theme 2

Mental Health

Identification

Ref No	What you need to do	Fully met	Part met	Not met
MHI1	There is a clear commitment at senior level of your organisation that mental health matters, stated in a form that is visible and understandable to all employees.			
MHI2	Reduce stigma about mental health in the workplace by encouraging conversations about mental health throughout the organisation.			
MHI3	Produce, implement and communicate a mental health at work plan that encourages and promotes good mental health of all staff and open organisational culture			

Prevention

Ref No	What you need to do	Fully met	Part met	Not met
MHP1	Develop mental health awareness among employees by providing and displaying information about how staff can look after their mental health and wellbeing, including information about local services and national helplines.			
MHP2	Have systems in place to assess risks to employee's health. Individual health/stress risk assessment for staff are undertaken.			

Self- management

Ref No	What you need to do	Fully met	Part met	Not met
MHSM1	Ensure that staff are aware of their rights around mental health and employment.			

Theme 3

Musculoskeletal Health

Identification

Ref No	What you need to do	Fully met	Part met	Not met
MSKP1	Develop MSK awareness among employees by providing accessible information about how they can look after their MSK health and what to do if they have a problem.			
MSKP2	Encourage employees to move about during the day and follow good practice in undertaking physical tasks.			

Theme 4

Lifestyles

Identification

Ref No	What you need to do	Fully met	Part met	Not met
LS1	Have a workplace smoke-free policy, which includes electronic cigarettes, and ensure the policy is adhered to.			
LS2	Develop the risk of smoking awareness among employees by making information accessible about the risks of smoking.			
LS3	Provide and display information regarding ways to quit smoking, including local smoking cessation services.			

Alcohol & substance use

Ref No	What you need to do	Fully met	Part met	Not met
LA1	Develop alcohol and substance use awareness among employees by making information accessible with regards to the risks and effects of alcohol and substance use and promote sensible drinking messages.			
LA2	Provide and display information about how staff can access help and support for alcohol and substance misuse, including local support services and national helplines.			
LA3	Have an alcohol and substance misuse policy in place and ensure staff are aware of it.			

Healthy eating, drinking & weight

Ref No	What you need to do	Fully met	Part met	Not met
LE1	Develop healthy eating, drinking and weight awareness among employees by providing accessible information.			
LE2	Create a workplace environment which encourages staff to incorporate healthy eating into their daily routine.			
LE3	Display information showing where staff and their families can access evidence-based help and support for weight management locally.			

Physical activity

Ref No	What you need to do	Fully met	Part met	Not met
LP1	Develop physical activity awareness among employees by providing and displaying information regarding the benefits of physical activity.			
LP2	Develop physical activity awareness among employees by providing and displaying information about local physical activity groups and information about local walking/cycling groups and activities.			
LP3	Use signage or other innovative means to encourage physical activity and reduce sedentary behaviour.			

Active travel

Ref No	What you need to do	Fully met	Part met	Not met
LAT1	Develop active travel awareness among employees by displaying journey planning information promoting alternative methods of getting to work - walking, cycling and public transport.			
LAT2	Promote active travel and public transport to get to and from external meetings and events.			

Silver Level

Theme 1

Enablers of Health

Board level engagement

Ref No	What you need to do	Fully met	Part met	Not met
BL5	Ensure all senior staff are positively committed to health and wellbeing.			
BL6	Develop a working culture that recognises and rewards good work.			
BL7	Ensure systems are in place to manage organisational change which can be evidenced.			

Health and wellbeing lead

Ref No	What you need to do	Fully met	Part met	Not met
HW5	Establish and resource a network of employee workplace health champions who will support the health and wellbeing lead to promote health and wellbeing within the organisation. Ensure that staff are aware of who the champions are and their role.			

Attendance management

Ref No	What you need to do	Fully met	Part met	Not met
AM5	Ensure absence data is analysed to establish trends in absence and interventions are put into place where indicated.			
AM6	Have in place a way of identifying the reasons staff give for leaving the organisation.			
AM7	Ensure line managers have training in absence management.			
AM8	Ensure there is a structured approach to return to work for individuals who are off sick with long term and chronic conditions such as MSK.			

Line manager support

Ref No	What you need to do	Fully met	Part met	Not met
LM5	Ensure line managers are equipped to carry out effective staff personal development reviews (PDRs) which should include offering staff learning and development opportunities.			
LM6	Ensure line managers have training in handling conflict, difficult conversations and developing people skills.			

Health and Safety

Ref No	What you need to do	Fully met	Part met	Not met
HS5	Establish a health & safety committee/forum and hold and record regular meetings.			
HS6	Have systems in place to raise and resolve health and safety issues.			

Social Value

Ref No	What you need to do	Fully met	Part met	Not met
SV4	Develop an ethical procurement policy.			

Theme 2

Mental Health

Prevention

Ref No	What you need to do	Fully met	Part met	Not met
MHP3	Ensure that managers have received mental health awareness training and understand they have legal responsibilities regarding mental health in the workplace, including stress and bullying.			
MHP4	Have systems in place to assess risks to employee's health. Individual health/stress risk assessment for staff are undertaken.			
MHP5	Have a clear mental health and stress management policy which follows HSE guidance on management standards for workplace stress.			

Self–management

Ref No	What you need to do	Fully met	Part met	Not met
MHSM2	The organisation is prepared to make reasonable adjustments to work patterns and structures for anyone affected by poor mental health.			
MHSM3	Employees should have access to a range of self-management tools online to help them manage their own mental health and wellbeing.			
MHSM4	Managers are able to support staff and signpost them to counselling and psychotherapy services to enable them to remain in or return to work.			

Theme 3

Musculoskeletal Health

Self–management

Ref No	What you need to do	Fully met	Part met	Not met
MSKSM1	Staff affected by MSK issues or conditions are encouraged to access and enquire about self-management courses or training.			

Treatment

Ref No	What you need to do	Fully met	Part met	Not met
MSKT1	Managers are able to support and signpost staff to accessible physiotherapy services as recommended by a health care professional, to enable them to remain in/return to work.			

Theme 4

Lifestyles

Smoking

Ref No	What you need to do	Fully met	Part met	Not met
LS4	The organisation actively supports employees to give up smoking.			

Alcohol and substance use

Ref No	What you need to do	Fully met	Part met	Not met
LA4	Employees are made aware of how to access relevant policies, information and support at the point of induction			

Healthy eating, drinking and weight

Ref No	What you need to do	Fully met	Part met	Not met
LE4	Support and enable staff to make healthy eating choices.			
LE5	Develop an annual programme of healthy eating opportunities for staff to participate in campaigns/challenges including weight management.			

Physical activity

Ref No	What you need to do	Fully met	Part met	Not met
LP4	Encourage and support staff to participate in physical activity in the workplace.			

Active travel

Ref No	What you need to do	Fully met	Part met	Not met
LAT3	Produce a current travel plan or action plan for staff.			
LAT4	Establish a cycling mileage rate on par with petrol mileage rates.			

Theme 5

External risks to health

Financial health

Ref No	What you need to do	Fully met	Part met	Not met
EFH1	Provide and display information about personal finance, budgeting, and debt management including details of local support and advice services.			
EFH2	Consider how staff social activities are organised to ensure that they are free or low cost, to avoid excluding staff with less disposable income.			
EFH3	Examine expense policies and financial procedures to reduce the costs of work.			

Domestic abuse

Ref No	What you need to do	Fully met	Part met	Not met
EDA1	Ensure that managers are aware of the impact of domestic violence on mental health and wellbeing, including its impact on the workplace.			
EDA2	Provide and display information about domestic abuse, including information about local support services and national helplines.			

Caring responsibilities

Ref No	What you need to do	Fully met	Part met	Not met
EC1	Provide and display information about caring responsibilities, including information about who counts as a carer, local support services and national helplines.			
EC2	Ensure managers encourage open conversations and take appropriate action to deal with staff with caring responsibilities.			

Gold Level

Theme 2

Mental Health

Identification

Ref No	What you need to do	Fully met	Part met	Not met
MHI4	There is a culture of discussing mental health openly in team meetings, company meetings and 1-1s.			
MHI5	Mental health awareness training is available for all employees and it has been delivered to the majority of employees.			

Prevention

Ref No	What you need to do	Fully met	Part met	Not met
MHP6	The organisation considers mental wellbeing a strategic priority and has developed and implemented an annual action plan for mental health.			
MHP7	Staff consultations take place to seek information on the mental wellbeing of staff and working conditions.			

Self–management

Ref No	What you need to do	Fully met	Part met	Not met
MHSM5	Employees are actively engaged in their own mental health needs.			
MHSM6	Employees are encouraged to develop wellness action plans to manage mental health and wellbeing and help them remain in work.			

Treatment

Ref No	What you need to do	Fully met	Part met	Not met
MHT1	The organisation provides access to confidential support to individuals who have identified poor mental health.			

Theme 3

Musculoskeletal Health

Identification

Ref No	What you need to do	Fully met	Part met	Not met
MSKI1	Carry out a survey to measure the extent and nature of any musculoskeletal problems affecting staff and develop an action plan with staff to safeguard MSK health in your workplace.			

Self–management

Ref No	What you need to do	Fully met	Part met	Not met
MSKSM2	Individuals affected by MSK issues or conditions are supported by managers and senior staff to develop individual care plans in relation to pain management and support them to remain in optimum health while in work.			

Treatment

Ref No	What you need to do	Fully met	Part met	Not met
MSKT2	Provide physiotherapy services for staff affected by MSK conditions.			

Theme 4

Lifestyles

Smoking

Ref No	What you need to do	Fully met	Part met	Not met
LS5	All open areas belonging to the organisation are smoke free and steps are taken to prevent smoking.			
LS6	The smoke-free workplace policy prohibits the use of e-cigarettes in the building and workplace grounds.			

Alcohol & substance use

Ref No	What you need to do	Fully met	Part met	Not met
LA5	Managers have been trained in how to identify and support staff who may have issues with alcohol and substance misuse, and are aware of where to obtain information or signpost employees with problems.			
LA6	Employees have access to alcohol awareness training and it has been taken up by a majority of employees.			

Healthy eating, drinking and weight

Ref No	What you need to do	Fully met	Part met	Not met
LE6	Health champions to proactively raise awareness of the benefits of healthy eating.			
LE7	The organisation has a nutrition/healthy eating policy.			
LE8	Internal or external support is on offer for those who wish to lose weight.			

Physical activity

Ref No	What you need to do	Fully met	Part met	Not met
LP5	Encourage and support staff to participate in a minimum of 150 minutes of physical activity a week, broken down into at least 10 minute sessions.			
LP6	Undertake a sport and physical activity survey of staff.			
LP7	Provide at least two physical activity events annually for staff, their families and/or the local community.			

Active travel

Ref No	What you need to do	Fully met	Part met	Not met
LAT5	Provide at least two active travel promotional events annually for staff.			
LAT6	Expand your flexible working policy to facilitate active travel to and from work.			
LAT7	Consider ways that you can invest in facilities or schemes to promote active travel in your workplace.			
LAT8	Establish and resource a Bicycle Users Group (BUG) in your workplace.			

Accreditation programme

Now you have completed your self-assessment, you are ready to begin fulfilling the Thrive at Work Commitment!

The Commitment is split into the fives themes in the following order:

- Enablers of health
- Mental health
- Musculoskeletal health
- Lifestyles
- External risks to health

Organisations can choose which accreditation level – bronze, silver or gold, they would like to work towards across the themes. You can work through the criteria in whichever order you wish, focusing on the issues that are most important for your organisation.

The free online supporting toolkit which can be found on the Thrive at Work website (**wmca.org.uk/thriveatwork**) will provide you with key local and national resources, policies and services to help you fulfil each criteria.

Remember to login to your organisation's personalised dashboard and upload evidence towards each criteria as you work towards it.

Once you have completed all the criteria at your chosen accreditation level (e.g. bronze) you can request your accreditation assessment by contacting the Thrive at Work team to arrange your site visit.

Theme 1
Enablers of Health

Theme 1

Enablers of Health

Bronze Level

Board level engagement

Ref no: BL 1

What you need to do	Undertake a health and wellbeing needs assessment to decide on health and wellbeing priorities in the workplace and develop an action plan to address these.
Why this is important for you	Positive health and wellbeing in the workplace helps to create a more productive workforce with fewer absences. Conducting a health and wellbeing needs assessment will help your organisation identify key areas to target in order to successfully promote health and wellbeing in the workplace and see the benefits described above.
How you can achieve this	Undertake a staff health needs assessment/survey to find out staff needs as well as those of your organisation. This should include all the lifestyle topic criteria including mental and musculoskeletal (MSK) health to identify risks and problems. It is useful to include a section for managers to complete on the line managers' criteria. The data from the survey should be cross referenced with your staff absence statistics (see AM1/AM2) and used to inform your health and wellbeing priorities/action plan. Your health and wellbeing action plan should demonstrate a planned approach to improving the health and wellbeing of your employees.
How you can show you have achieved this	• Action plan with target activities/interventions planned. • Staff survey results reported to senior managers. • Minutes of meetings where discussed. • Sickness absence statistics. • Health needs assessment survey results.

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Ref no: BL 2

What you need to do	Develop a health and wellbeing policy/plan/commitment statement.
Why this is important for you	Making a commitment is an effective way to encourage behaviour change, which is important to your organisation when promoting positive health and wellbeing. Pledging to improve health and wellbeing in the workplace will provide a strong motivation for your organisation to achieve this outcome.
How you can achieve this	This statement or policy should set out your organisation's commitment to improving health and wellbeing in the workplace. It should address all parts of the Thrive at Work commitment - eg mental health, MSK health and healthy lifestyles.
How you can show you have achieved this	• Copy of health and wellbeing policy/plan. • Show how employees are made aware of the policy.

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Ref no: BL 3

What you need to do	Establish a health and wellbeing champion/steering group.
Why this is important for you	Designating a health and wellbeing champion or steering group is an effective way to promote health and wellbeing in the workplace. When skilled and supported, a wellbeing champion will provide the passion and consistency needed to drive positive change within the workplace to improve workforce wellbeing.
How you can achieve this	The health and wellbeing champion will support and implement activities to improve health and wellbeing within your organisation. Larger organisations (more than 100 employees) should also establish a health and wellbeing steering group. The champion/steering group should address the health and wellbeing priorities of your organisation. If you establish a health and wellbeing steering group, it should include all your health champions from across Thrive at Work, eg health and safety champion, physical activity champion. It should also include at least one senior manager with the authority to approve the implementation of ideas and initiatives. Your steering group should meet regularly and records of these meetings should be made available to all staff. The champion/steering group should review and evaluate progress against your health and wellbeing action plan on at least an annual basis.
How you can show you have achieved this	• Named champion on registration form. • Minutes of meetings. • Evidence of communication of health and wellbeing champion to staff.

Notes

Ref no: BL 4

What you need to do	Ensure you have efficient ways to consult, communicate and cascade issues to employees.
Why this is important for you	When communication processes are clear, open, effective and responsive, staff are able to access all the information needed to do their job effectively. Effective communication in the workplace is an integral part of a successful organisation, enhancing productivity and efficiency.
How you can achieve this	Establishing and using effective channels of communication to engage employees is a key component in promoting good health and wellbeing. What communication tools does your organisation use? People take in information and learn in a number of ways - so it is essential to use a variety of communication methods while ensuring you are reaching everyone and that information is easy to access and simple to understand. Think about what methods of communication are being used in your organisation, including emails, newsletters and noticeboards. Do these methods exclude any staff members? Is there an open door policy for communication with senior managers? Does your organisation hold regular meetings or focus groups with staff? How is change communicated? Keep people informed and provide additional support when the organisation or teams are going through changes.
How you can show you have achieved this	• Verbal discussion with members of staff. • Examples of communication methods eg newsletters, intranet page messages, email bulletins etc. • Examples of communication methods to show how you reach staff that might not be office-based. • Minutes of team meetings. • Notice boards during site visit. • Demonstrate how you consult with all staff on health and wellbeing/health and safety/change issues etc.

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Health and wellbeing lead

Ref no: HW1

What you need to do

Calculate baseline metrics for your organisation, to work out the costs of employees' health to the organisation.

This will help build the business case for taking action and evaluate your progress.

Why this is important for you

The costs of ill health in the workplace is well evidenced, where 137 million working days were lost in 2016 in the UK due to ill health, leading to significant costs for businesses. It is therefore important to calculate baseline metrics to gain an understanding of the current costs that poor health and wellbeing have on your organisation before beginning the Thrive at Work accreditation process.

Conducting baseline metrics will allow your organisation to establish a reference point, where you will be able to identify the savings your business will incur through the implementation of the Thrive at Work initiatives. For example, identifying the cost of absence in your workplace before implementing health and wellbeing initiatives will enable your business to calculate the money saved through reduced absence levels because of improved health and wellbeing.

How you can achieve this

Before commencing the Thrive at Work programme/accreditation process, work out baseline metrics for your organisation so you can evaluate your progress.

- Complete self-assessment against the Thrive workplace wellbeing criteria.
- Complete the Gov.uk workplace wellbeing tool or similar tools.
- Calculate your annual sickness absence and staff retention rates.

How you can show you have achieved this

- Copy of base-line statistics.
- Copy of starting point self-assessment against the criteria.

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Ref no: HW2

What you need to do	Empower the health and wellbeing champion/steering group to work effectively in the organisation and influence health and wellbeing priorities.
Why this is important for you	Health and wellbeing champions, when given appropriate support and guidance, act as a catalyst to promoting positive change in the workplace to increase health and wellbeing. Support and encouragement from management, HR and employees means the health and wellbeing champion will be able to better carry out their role and more effectively promote health and wellbeing in the workplace.
How you can achieve this	Your health and wellbeing champion/steering group should be empowered by senior managers in the organisation to help develop relevant policies and procedures and put forward new ideas and initiatives to improve staff health and wellbeing. There should be evidence of the champion/steering group taking forward suggestions from employees and implementing activities to improve health and wellbeing.
How you can show you have achieved this	• Copy of wellbeing action plan. • Demonstrate how you have consulted with all staff on health and how suggestions have been taken forward. • Actions from Health Needs Assessment (HNA) implemented. • Minutes and actions from steering group.

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Ref no: HW3

What you need to do	Support and implement activities for four health and wellbeing campaigns annually.
Why this is important for you	Supporting national wellbeing campaigns is an easy and cost-effective way to help promote and encourage health and wellbeing in the workplace. Endorsing campaigns like Dry-January, Mental Health Awareness Week, World Mental Health Day and Stoptober (smoking cessation campaign) are effective ways to tackle behaviours and challenge stigmas that negatively affect employees.
How you can achieve this	These should be discussed and decided by staff members and the health and wellbeing champion/steering group and linked to your organisational health and wellbeing priorities. Activities can be related to any part of the Thrive at Work commitment or any other health and wellbeing concerns that you have identified in your workforce.
How you can show you have achieved this	• Copy of programme of activities planned/undertaken. • Copies of communication and marketing of activities. • Attendance sheet at activities. • Verbal discussion with members of staff.

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Ref no: HW4

What you need to do	Ensure that all staff are equally able to take part in health and wellbeing activities.
Why this is important for you	Wellbeing initiatives that are inclusive ensure activities help everyone, meaning the organisation will see a greater benefits from a business and wellbeing perspective.
How you can achieve this	Ensure that all types of staff have equal access to opportunities including those with physical and mental health issues. In addition ensure part-time, field based and shift workers are made aware of and can access all opportunities. Consider payslip communication to reach all staff and mobile devices.
How you can show you have achieved this	• Verbal discussion with members of staff. • Communication methods undertaken to show reach of staff.

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Attendance Management

Ref no: AM1

What you need to do	Have a clear attendance/absence policy, which includes a statement that contact is maintained with absent employees.
Why this is important for you	Having a clear attendance policy in place will provide clarity for employees about how the organisation manages attendance and absence. It is important that contact is maintained with employees who are off sick as a lack of contact can cause employees to feel out of touch and undervalued in the workplace, affecting their confidence and ability in returning to work (HSE, 2010).
How you can achieve this	You must ensure that your attendance and absence policy is not punitive. Make sure all staff know what they should do if they become sick and need to take time off work. Your policy should explain the procedure when dealing with absences and include a statement that employees will be contacted to offer help and support to return to work. Detail the requirements for reasonable adjustments and return to work procedures. Staff with long term conditions should be supported by giving flexibility to attend health related appointments. Your attendance and absence policy should be included as part of staff inductions.
How you can show you have achieved this	• Copy of policy/procedure in place. • Evidence of process being used. • Verbal discussion with members of staff/managers. • Inclusion in induction materials.

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Ref no: AM2

What you need to do	Record when and why staff take time off work.
Why this is important for you	Identifying the causes of absence within the organisation is important as it will provide useful insight into the ways in which the workplace can have an influence on absence levels. For example, employers who promote health and fitness in the workplace (promoting healthy meals, encouraging exercise, aiding individuals who wish to quit smoking) benefit from reduced health related staff sickness levels and improved general health of employees.
How you can achieve this	How does your organisation record and calculate absence? You should collect data on the cause of absence, broken down by major disease categories, such as: • minor illnesses (including colds, flu, stomach upsets and headaches) • back pain • musculoskeletal disorders • stress and mental health issues Where possible you should differentiate between work related and non-work related causes of absence.
How you can show you have achieved this	• Copy of sickness and absence records showing breakdown of cause of absence. • Statistical reports.

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Ref no: AM3

What you need to do	Documented return to work procedures are in place and return to work interviews are conducted.
Why this is important for you	Documented return to work procedures help to maintain accuracy of absence in the workplace. Evidence shows that two out of three employers (63.6%) saw a reduction in absence rates as a result of conducting return to work interviews.
How you can achieve this	Your organisation should have documented return to work procedures and keep records of all return to work interviews and activities, including the support offered.
How you can show you have achieved this	• Written record of return to work undertaken showing any support offered. • Return to work plan. • Verbal discussions with staff.

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Ref no: AM4

What you need to do

Ensure that your organisation is able to make reasonable adjustments to work patterns and structures to encourage people with difficulties to return to/stay in work.

Why this is important for you

Making adjustments for employees on their return to work is important as employees are more likely to achieve their former functional level more quickly if adjustments are made to allow a gradual return to work.

Developing a tailored and phased return to work will help employees ease back into the workplace when they are ready, allowing them to feel confident in their role and with their workload.

How you can achieve this

It is vital that people with chronic conditions like MSK are given appropriate support to stay in work, in addition to their rights under the Equality Act 2010. This might include one-to-one support, regular work reviews and appropriate adjustments to work.

Examples of reasonable adjustments include:

- Flexible working hours
- Changes to certain tasks
- Changing the recruitment process to accommodate candidates with disabilities
- Making physical changes to the workplace, such as installing a wheelchair ramp
- Providing assistive technology such as specialist keyboards or screen readers
- Allowing employees who become disabled to make a phased return to work, including flexible hours or part-time working

The organisation should be aware of government initiatives such as Access to Work.

How you can show you have achieved this

- Evidence to show that the employer has changed work patterns or environment on return to work.
- Reviews of work plan undertaken and notes of support given.

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Policies and procedures

Ref no: PP1

What you need to do	Ensure all staff know where to access policies/procedures and support.
Why this is important for you	Copies of policies and procedures should be easily accessible in a central location and be available on the organisation's intranet system, (if there is one). Policies that are easy to access and understand by employees will improve accountability and compliance.
How you can achieve this	Take a look at how you are currently communicating your organisation's policies and support tools. People take in information and learn in a number of ways so it is essential to use a variety of communication methods while ensuring that you are reaching everyone, information should be easy to access and simple to understand. There are a number of ways that policies and procedures can be made easily available to staff – through staff handbooks, intranet or a shared network folder containing policies. You should establish a policies/procedures checklist for staff inductions and provide information on where these can be accessed by staff.
How you can show you have achieved this	• Verbal discussion with members of staff. • Show how policies are accessed – intranet, staff handbook etc. • Checklist for induction.

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Ref no: PP2

What you need to do	Ensure effective policies are in place to promote a positive working environment.
Why this is important for you	Having effective policies in place will demonstrate your organisation's commitment and interest in wellbeing and provide a positive working environment.
How you can achieve this	At a minimum you should have policies addressing the following areas: • Bullying and harassment • Flexible working/maternity/paternity/adoption • Whistleblowing/protected disclosure • Disciplinary and grievance procedures • Contracts of employment • Working time/time off You may also wish to develop a policy promoting effective communication or a statement/guidelines showing your organisation's commitment to a culture that promotes positive behaviour among all staff. Wages must meet statutory requirements and all pay structures should be regularly reviewed to ensure transparency and consistency. Pay structures must not be discriminatory and there must be equal pay for equal work in line with the Equality Act 2010. Employers should also be aware of and comply with the gender pay gap reporting legislation if applicable.
How you can show you have achieved this	• Copies of relevant policies/procedures in place. • Example copies of contract of employment. • Examples of policies/processes being used, such as notes of grievances or appeals, flexible working requests, disciplinary meetings etc.

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Ref no: PP3

What you need to do	Ensure statutory equality guidance and legislation is in place and followed by all.
Why this is important for you	This is a legal requirement and will enable your business to adhere to statutory equality requirements – ensuring the workplace is an inclusive environment.
How you can achieve this	The Equality Act came into force in 2010, and aims to provide a simpler, more consistent and effective legal framework for preventing discrimination. Managers should be aware of their responsibilities under the Equality Act 2010 with regard to reasonable adjustments and comply with relevant legislation. Do you have a policy in place regarding equality and diversity? Equality guidance should be included as part of staff inductions. You should develop an equal opportunities policy to show your commitment to equality.
How you can show you have achieved this	• Copy of policy in place. • Inclusion in induction materials. • Notes of equality group where appropriate for larger organisations.

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Line manager support

Ref no: LM 1

What you need to do	Promote effective people management to ensure all employees have a regular conversation about their wellbeing with their line manager. Train and support line managers in effective management practices.
Why this is important for you	Effective people management is important in order to encourage high performance and embed a culture of success in the workplace. Poor line management can lead to low productivity levels and high staff turnover – with potentially serious consequences for any organisation. Providing training and support in effective people management can promote a positive and hardworking environment and reduce the risk of a high staff turnover, which is very costly for businesses.
How you can achieve this	It is vital that anyone with people management responsibilities is able to manage people effectively. They need to be able to demonstrate effective interpersonal skills in areas such as dealing with conflict at work. Managers should attend development sessions and look for ways to promote staff ownership, decision making and engagement. It is vital that managers have regular conversations with their employees so that employees have an opportunity to raise issues. Giving and receiving feedback, as part of wider positive management processes, can help identify problems early. Line managers should hold regular one-to-one meetings with staff. Managers should review and complete the HSE Line Manager Competency Indicator toolkit and ensure to address any development points from this. Ensure clear management behaviours are in place which make sure employees feel supported and valued and that the workplace environment is conducive to promoting healthy behaviours and limiting the potential for ill health.
How you can show you have achieved this	• Line manager competency framework in place • 180°/360° feedback • Verbal discussion with members of staff/managers • Give examples of how issues have been dealt with and addressed by managers. • Examples of practical training given to managers. • Evidence of one-to-one meetings and wellbeing conversations.

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Ref no: LM 2

What you need to do	Ensure line managers take appropriate action to deal with any health or wellbeing concerns and encourage open conversations about health conditions and the support available when employees are struggling.
Why this is important for you	It is vital that line managers are engaged and support employees' health and wellbeing concerns, as many employees are often too worried to talk about their health concerns with management, preventing them from getting the support they need to overcome these issues, leading to further problems for both the employee and employer. Having support from management helps employees to feel comfortable talking about their health and wellbeing, meaning that support can be provided earlier and prevent further escalation and costs for the business. Being supportive and dealing with health and wellbeing concerns effectively is also important as it helps to increase employee engagement, motivation and productivity.
How you can achieve this	Managers need to be aware of what they can do to support staff health and wellbeing at work, including for staff with long-term conditions. This includes knowing what equipment may be needed to keep staff safe and well and also making sure it is working and available. Managers should understand the relationship between mental and financial health and be aware how to signpost people to support services and discuss financial heath with staff if needed. Managers also need to be able to signpost staff to additional support such as occupational health, HR, GPs and community services as appropriate. Open conversations enable early reporting of issues or concerns and rapid solutions to allow individuals to stay in work. Managers should proactively and routinely have wellbeing conversations with staff and be proactive about identifying any risks to their team. Incorporate wellbeing conversation into 1-1's and PDR (Personal Development Review) procedures. This should include MSK & Mental health.
How you can show you have achieved this	• Verbal discussion with members of staff/managers. • Evidence of documented discussions showing wellbeing conversations have taken place. • Completed PDR (Personal Development Review) which shows wellbeing conversations are incorporated.

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Ref no: LM 3

What you need to do

Ensure line managers are equipped to manage flexible and innovative ways of working so that work-life balance is part of your organisation's culture.

Why this is important for you

This is important as a poor balance between an employee's work and outside commitments can lead to higher levels of stress, absence and lower productivity.

Line managers who help employees achieve a healthy work-life balance can be rewarded by increased loyalty and commitment which will benefit the organisation.

A CIPD report showed that over 70% of employers agreed that flexible working had a positive impact on staff engagement and motivation.

Flexible working has also been suggested to increase staff retention and reduce levels of stress, sickness and absence.

How you can achieve this

Offering alternative working practices where reasonably practical, will support health and wellbeing at work in numerous ways, especially for staff with long-term conditions.

Specific details will depend on your organisational needs.

How you can show you have achieved this

- Verbal discussion with members of staff/managers.
- Documented evidence to show where managers have offered alternative working practices.
- Guidance provided to managers.

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Ref no: LM 4

What you need to do	Ensure line managers are able to manage staff sickness and return to work effectively.
Why this is important for you	Managing staff sickness and return to work effectively is important, as a lack of contact with an employee who is off sick can cause them to feel out of touch and undervalued in the workplace, affecting their confidence and ability to return to work. A CIPD report showed that the training of line managers in handling absence effectively was reported as one of the most effective tools for managing absence.
How you can achieve this	This will include keeping in touch with staff to ease their return to work, carrying out supportive return to work interviews, following recommendations on fit notes and ensuring that people who are unwell do not feel pressured to work. Managers should be comfortable reviewing people's individual needs and supporting staff affected by health conditions to remain in work. This includes MSK/mental health issues. Support staff to manage long-term conditions in the workplace. This may include signposting and awareness-raising about what support is available in health services and the community/voluntary sectors. Managers should be aware of outside resources, government grants and support to manage flexible working arrangements for staff, adapting job roles and matching employee capabilities and job duties.
How you can show you have achieved this	• Verbal discussion with members of staff/managers. • Examples of completed returns to work and how managers have addressed individual needs. • Evidence of absence management training undertaken or guidance given. • Managers' questions completed as part of staff survey.

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Health and Safety

Ref no: HS1

What you need to do	Have a statutory Health and Safety Policy in place which is regularly reviewed and followed.
Why this is important for you	This is a legal requirement and will enable your business to adhere to health and safety regulations, helping the workplace to be a safe working environment.
How you can achieve this	Your health and safety policy should describe how you will manage health and safety in your organisation and how you will let your staff and others know about your commitment to health and safety. If you have five or more employees you must have a written policy that follows Health and Safety Executive (HSE) guidance and includes three key sections: Statement of Intent, Organisation of Health and Safety and Arrangements for Health and Safety. There should be named individuals or departments with responsibility for specific aspects of safety. You will need to ensure that your policy sets out a clear risk assessment process to identify what in your business may cause harm to people (including visitors, contractors, and neighbours) and take appropriate action to address those risks. This should include procedures for staff to report incidents and accidents. If you have five or more employees, this should be written down. There should be an agreed process to regularly review your health and safety policy and keep it up to date.
How you can show you have achieved this	• Copy of health & safety policy, which should be displayed/available to staff. • Does the policy include three sections -Statement of Intent, Organisation of Health and Safety and Arrangements for Health and Safety? • Procedure for staff to report risks. • Inclusion in induction materials.

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Ref no: HS2

What you need to do

Provide appropriate health and safety information and training for all staff (including managers) and ensure that this is kept up to date.

Why this is important for you

Providing health and safety information and training helps your organisation to:

- Ensure that employees know how to work safely and without risks to their health
- Develop a positive health and safety culture in the workplace, where health and safety becomes second nature to everyone
- Meet its legal duty to protect the health and safety of your employees (HSE, 2012)

How you can achieve this

Clear instructions, information and adequate training must be provided for employees on hazards and risks they may face in the workplace, measures must be in place to deal with those hazards and risks and emergency procedures. Training arrangements and records should be in place.

Ensure all managers are aware of their health and safety responsibilities, including reference to MSK and preventing injury. This should be included as part of the health & safety training and managers guidance.

Health and safety should be included as part of staff inductions.

The Health and Safety Information for Employees Regulations 1989 requires employers to either display the HSE approved health and safety law poster or provide each employee with a pocket card.

How you can show you have achieved this

- Evidence to show that health & safety training is part of induction and that it has been undertaken by staff.
- Employee training records.
- Health & safety guidance materials.
- Evidence of specific health & safety training for managers.
- Verbal discussions with staff.

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Ref no: HS3

What you need to do	Establish a health and safety champion.
Why this is important for you	Health and safety champions are an integral part of an organisation's health and safety commitment. They assist in behavioural safety, workplace hazard spotting, workplace surveys and other activities that promote health and safety in the workplace to help ensure the environment is safe for everyone.
How you can achieve this	The role of the champion is to lead and promote good health and safety practice. Do you have access to competent advice on health and safety? You may wish to display a photo of the health and safety champion with an explanation of their role and contact details on a noticeboard or staff intranet.
How you can show you have achieved this	• Verbal discussions with staff. • Named champion. • Evidence of communication of H&S champion to staff.

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Ref no: HS4

What you need to do	A risk assessment programme has been implemented and all employees are informed of the workplace risks that affect them and the controls in place.
Why this is important for you	Risk assessments are required by law in order for employers to protect their employees. Risk assessments allow employers to identify and manage risks to prevent or minimise harm to employees' health and wellbeing.
How you can achieve this	Workplace risk assessments are available to all employees on whom they have an impact. Employees are aware of the risk assessments and know where to find them. A system is in place to regularly review and update risk assessments, this should include an assessment of locations and materials that can be used for suicide and restrict access as appropriate. Ensure there is the facility in place to assess the risks associated with an individual's job role and prevent injury, with specific reference to MSK eg manual handling. Ensure safety clothing/equipment devices are used and safety procedures are followed.
How you can show you have achieved this	• Examples of risk assessments that have been conducted in the workplace (not templates). • Risk assessment records/procedure.

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Social Value

Ref no: SV1

What you need to do	Support local people to maximise their knowledge and skills and access employment opportunities, including those who face greater challenges to work.
Why this is important for you	Social value is a way to benefit communities and residents, using your position in the community to drive improvements to the social, economic and environmental wellbeing of the area. Some examples include creating jobs, offering volunteering opportunities and contributing to community-based initiatives such as environmental cleanliness. Increasing the social value of your organisation will help you to be recognised by the community and be seen as an attractive employer through your commitments to the wider community and environment.
How you can achieve this	Consider what you could provide for training places/apprenticeships/work placements/work experience etc. Support staff to gain qualifications. Learning and development opportunities should be available to upskill existing staff. Support the recruitment of local people by using local agencies like the DWP Job centre, specialist agencies for people with disabilities, eg Remploy.
How you can show you have achieved this	• Number of apprenticeship/work placements etc in organisation. • Recruitment processes. • Statistical records of staff with disabilities/health conditions. • Training records. • Are there opportunities for staff to develop and progress within the organisation? • Verbal staff discussions.

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Ref no: SV2

What you need to do	Efficient use of resources by minimising waste and increasing recycling.
Why this is important for you	Minimising waste and increasing recycling at work has a range of beneficial impacts for your organisation and environment: • Recycling often reduces clutter and improves the working environment. Having less clutter in the workplace also increases safety in the working environment. • Employees find pride in working for a company that embodies environmental values and focuses attention on its environmental impact and responsibilities, meaning that employee satisfaction is an excellent benefit to recycling in the workplace. Recycling is cost-effective and can save money - such as buying less ink and paper due to less printing. Recycling helps to protect the environment and build social value in your organisation, as well as helping to meet environmental targets.
How you can achieve this	You should try to provide recycling facilities for employees and adopt a 'Reduce, Reuse, Recycle' approach to business waste. You may also wish to consider donating old office supplies, furniture or IT equipment to local charities and community organisations. Consider the ways in which the organisation prints, to cut down on paper waste. Use doubled-sided print as default. Use signature headers "Think before you print" environmental messages etc. Better use of IT equipment for taking notes etc.
How you can show you have achieved this	• Use of recycle facilities for waste. • Verbal discussions with staff.

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Ref no: SV3

What you need to do	Support local charities and community organisations.
Why this is important for you	Supporting local charities and community organisations will allow your organisation to improve the wellbeing of the wider community, as well as your workplace, increasing the organisation's social value.
How you can achieve this	Consider ways in which you can support not-for-profit organisations in your local community. This may include: • Choosing a charity or community organisation 'of the year' and encouraging staff to fundraise for that organisation. • Partnering with a local charity or organisation and donating expertise or staff time to help them develop capacity eg social marketing or financial skills. • Larger organisations may consider establishing an employee volunteering scheme and giving staff additional annual leave allowance to volunteer for local causes. Examples of organisations could include schools, hospitals, youth centres, local sports teams, foodbanks or community centres.
How you can show you have achieved this	• Evidence of fund raising/supporting charity events. • Volunteering scheme.

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Theme 1

Enablers of Health

Silver Level

Board level engagement

Ref no: BL 5

What you need to do	Ensure all senior staff are positively committed to health and wellbeing.
Why this is important for you	Senior staff being committed and engaged to improving health and wellbeing in the workplace will be beneficial as they are important role models. Employees and line managers are more likely to engage with health and wellbeing interventions if senior leaders advocate and participate in them too. Senior managers are influential and committing and prioritising health and wellbeing in the workplace will help to embed health and wellbeing across the organisation's operations and culture (CIPD, 2016).
How you can achieve this	This may include reporting feedback in board level reports, having senior managers as role models and ensuring appropriate allocation of resource. Working closely with the health and wellbeing champion/steering group and ensuring that they are empowered to work effectively in your organisation will help you to demonstrate that this requirement is being met. Ensure the Thrive at Work Commitment poster is displayed in a prominent position in the workplace.
How you can show you have achieved this	• Evidence of senior manager meetings including health & wellbeing on agenda/minutes. • Sickness absence monitoring reports discussed at senior manager meetings. • Health & wellbeing expenditure budget. • Representation at Health and Wellbeing Champion (HWB) steering group.

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Ref no: BL 6

What you need to do	Develop a working culture that recognises and rewards good work.
Why this is important for you	Recognising and rewarding good work is beneficial to the company as it has been shown to increase productivity and effort in the workforce. Evidence suggests that giving workers a thank you card signed by the CEO during a task significantly improves subsequent performance. In addition, recognising employees for their hard work also has a positive effect on their psychological functioning and wellbeing. Therefore, having a workplace culture that recognises and rewards good work has a positive effect for both the company (increased effort and productivity) and also benefits the employee by improving their psychological wellbeing.
How you can achieve this	Does your organisation have a culture where it is easy to say 'thank you'? How is good work acknowledged by managers and colleagues? Are staff Personal Development Reviews undertaken? Do you have an appraisal process in place? For larger organisations, a reward/recognition system must be in place. This can be financial or non-financial.
How you can show you have achieved this	• How is good work acknowledged - examples of ways managers recognise/acknowledge staff good performance. • Examples of financial and non-financial reward scheme in place. • Copy of staff PDR (Personal Development Review) or development plan.

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Ref no: BL 7

What you need to do	Ensure systems are in place to manage organisational change which can be evidenced.
Why this is important for you	Change within organisations has increased in recent years and this is expected to continue. It is therefore important to have systems in place to effectively manage organisational change as not doing so can have serious consequences for shareholders, employees and customers. It is a worrying time for employees and can lead to increased stress.
How you can achieve this	Demonstrate how you deal with change in the organisation. Are employees consulted and is support provided to help employees adjust to change? Consider the impact of changes on staff – their health, wellbeing, and emotions – as well as the organisation. Have managers had training to deal with organisational development and change? Examples of change include restructuring, mergers, retirements, changed work patterns or new job roles/descriptions.
How you can show you have achieved this	• Example of staff communication/consultation. • Minutes of meetings with staff/union representatives. • Examples of staff engagement events/training. • Training records/matrix.

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Health and wellbeing lead

Ref no: HW5

What you need to do	Establish and resource a network of employee workplace health champions who will support the health and wellbeing lead to promote health and wellbeing within the organisation. Ensure that staff are aware of who the champions are and their role. Larger organisations should have in place health champion leads for: mental health, healthy lifestyles and MSK. You can also consider leads for physical activity and active travel.
Why this is important for you	Having a team of health and wellbeing champions is a great way to promote health and wellbeing in the workplace. When skilled and supported, champions provide the passion and consistency needed to drive positive change in the workplace to improve wellbeing among fellow employees. Having support and encouragement from management, HR and employees, health and wellbeing champions will be able to carry out their role more effectively to promote health and wellbeing in the workplace.
How you can achieve this	Workplace health champions are members of staff who promote health and wellbeing within their organisation, working closely with management, HR and employees to develop health and wellbeing initiatives. They would generally be someone who has an enthusiasm and interest in health & wellbeing, is approachable and helpful and has a basic understanding of healthy lifestyles. Training should be offered to support them in their role and ideally they should be given time in their working day to attend meetings, support/run activities etc. Consider Mental Health First Aider Training for champions.
How you can show you have achieved this	• Verbal discussions with staff. • Named champion(s) in place. • Evidence of communication of health champions to staff. • Training opportunities attended. • Smaller businesses should have a health & wellbeing lead and at least one other supporting health champion. Each champion can be the lead for more than one area. • Larger organisations should have in place health champion leads for mental health, healthy lifestyles and MSK. Champions can be the lead for more than one area.

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Attendance Management

Ref no: AM5

What you need to do	Ensure absence data is analysed to establish trends in absence and interventions are put into place where indicated.
Why this is important for you	Analysing absence trends allows employers to identify reasons why individuals call in sick, which is an important step in being able to put interventions in place to target issues that are causing absence. A previous study identified high absence and presenteeism rates across a number of employers due to flu or flu-like illnesses. By identifying this reason for absence, the study introduced hand-hygiene sanitizers in communal areas and provided education for good hand hygiene (video and posters promoting hand hygiene). The results showed a positive impact on absenteeism and an employee survey showed significant improvements in hand hygiene behaviour and perception of company concern for employee wellbeing. This demonstrates the benefits of identifying absence trends and how the employer can intervene to deal with the issue and reduce absence levels.
How you can achieve this	You should show that absence data you collect is analysed to show trends and specific interventions put into place to deal with any arising issues. You may wish to use absence trigger systems such as the Bradford Factor (a simple formula that allows companies to analyse the impact of unplanned absences).
How you can show you have achieved this	• Examples of any interventions based on data monitored to establish trends of absence. • Absence statistical reports. • Absence review meetings.

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Ref no: AM6

What you need to do	Have in place a way of identifying the reasons staff give for leaving the organisation.
Why this is important for you	Finding out why employees choose to leave a place of work can provide useful insight into how a company can alter their ways of working to be more attractive to employees and encourage staff retention - saving the business money.
How you can achieve this	Considering the reasons why employees leave the organisation can provide an important insight into issues affecting the workforce and help you identify a range of problems including: • High staff turnover • Ineffective recruitment processes • Equal opportunities issues • Inadequate supervision Exit interviews should be offered to all staff who leave the organisation.
How you can show you have achieved this	• Procedure for exit interviews. • Copies of completed exit interview forms.

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Ref no: AM7

What you need to do	Ensure line managers have training in absence management.
Why this is important for you	Having line managers trained in absence management can lead to financial savings for the company. In a previous study a survey was conducted on absence management training for line managers. This study showed 64% of the 178 organisations who conducted the training saw improved absence rates in the workplace. With the average cost of absence being over £500 per employee annually, this can lead to significant savings for businesses.
How you can achieve this	Line managers need to know how to deal with sickness absence and training should be provided. This can be in-house or external training courses and mentoring.
How you can show you have achieved this	• Evidence of attendance at appropriate training courses. • Details of training opportunities e.g. courses/in-house/e-learning.

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Ref no: AM8

What you need to do	Ensure there is a structured approach to return to work for individuals who are off sick with long term and chronic conditions such as MSK.
Why this is important for you	Long-term absence only accounts for 5% of absence episodes, however these absences account for over 40% of the total working time lost. This means that effective return to work procedures for long-term illness are pertinent to saving money for organisations. A structured approach to return to work is important for the employee as failure to return to work has been linked to poorer health outcomes and relapses into secondary cases of long-term sickness absence. A timely, well-planned and well-executed return to work process will have substantial positive benefits for an employee's wellbeing and prevent potential relapses.
How you can achieve this	Written return to work plans should be co-produced with employee and reviewed regularly. Awareness of local support services and resources.
How you can show you have achieved this	• Individual return to work plans in place. • Evidence to show these are regularly reviewed with employee.

Notes

Line manager support

Ref no: LM 5

What you need to do	Ensure line managers are equipped to carry out effective staff personal development reviews (PDRs) which should include offering staff learning and development opportunities.
Why this is important for you	Conducting effective PDRs is important, benefiting the whole organisation (managers, employees, teams, customers/service users), including: • Raised levels of performance – through feedback and discussion of work progress, achievements, learning and personal development. • Reinforcement of working relationships – through recognition and praise which lead to renewed motivation and higher morale. • Mutual understanding – about tasks, objectives, development and progress. • More focused work – through reinforcement of organisational goals, priorities and action planning. • A formal record – of achievements, new goals, objectives, personal development and any performance issues that need to be resolved.
How you can achieve this	In order to help people maximise their potential it is important they are given opportunities at work. These can be formal or informal. Learning and development opportunities and activities should be linked to performance development reviews or followed up with managers as appropriate. Employees should be encouraged to comment on work related and personal issues that affect their performance and enable training needs to be identified.
How you can show you have achieved this	• Personal Development Reviews are undertaken and an appraisal process is in place. • Completed PDR records included training & development and wellbeing conversations etc. • Examples of guidance given to managers. • Completed managers' questionnaire as part of staff survey.

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Ref no: LM 6

What you need to do	Ensure line managers have training in handling conflict, difficult conversations and developing people skills.
Why this is important for you	Managing conflict at work is an integral part of a line management role and it is essential that they have the skills, knowledge and confidence to identify and manage workplace disagreements, bullying and harassment at an early point to prevent escalation and further harm. Effective people management is important as management style can be a major cause of stress at work according to the 2007 CIPD Absence Management survey report. Providing line managers with training to handle conflict and difficult conversations will enable managers to be part of the solution in ensuring a positive and supportive workplace culture.
How you can achieve this	As a manager you often need to deliver unwelcome or unexpected messages, manage challenging behaviour and deal with conflict in the workplace. While this is never easy, understanding how to manage these situations and deliver these messages will help maintain a positive and productive relationship with those people affected. Training - is a planned programme of managers' training available?
How you can show you have achieved this	• Demonstrate how you train your managers - this can be by mentoring, in house/external courses. • Training records. • Managers Training Matrix in place. • First Line manager training opportunities. • Completed managers' questionnaire as part of staff survey.

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Health and Safety

Ref no: HS5

What you need to do	Establish a health & safety committee/forum and hold and record regular meetings.
Why this is important for you	Having regular meetings is an effective way to help address health and safety issues as it has been shown that employees are more likely to raise health and safety issues at meetings and face to face rather than through the intranet. Having regular meetings means issues are more likely to be raised, which enables action to prevent incidents in the workplace. (Health and Safety Executive, 2010).
How you can achieve this	Does the organisation have regular health and safety meetings/staff forums? Are set agendas used and appropriate staff and board level in attendance. Is staff wellbeing included on the agenda? Does the organisation nominate health & safety representatives?
How you can show you have achieved this	• Regular health & safety meetings are held and written minutes taken. Copies of last three meetings held. • Set agenda and make-up of attendees.

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Ref no: HS6

What you need to do	Have systems in place to raise and resolve health and safety issues.
Why this is important for you	Having a system in place that allows employees to raise health and safety concerns is an effective way to identify and manage risks and hazards. Research has shown that involving the workforce significantly increases the number of issues raised, which means action can be taken, leading to a safer environment. Engaged workers also increases workers' awareness of health and safety and its relationship to the business. (Health and Safety Executive, 2010).
How you can achieve this	How do employees raise a health and safety issue? Are issues raised recorded? Health and safety incident reporting procedure/system in place. Who is responsible for health & safety?
How you can show you have achieved this	• Incident reporting procedure in place. • Records with actions. • Accident/incident book. • Team meetings include health & safety on agenda to raise incidents.

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Social Value

Ref no: SV4

What you need to do	Develop an ethical procurement policy.
Why this is important for you	Ethical procurement creates social, economic and environmental benefits for your organisation. Evidence shows that ethical procurement is viewed favourably by customers. Having an ethical procurement policy has numerous benefits to organisations including: • Saving money - reducing waste and use of energy, raw materials and natural resources creates a more efficient process, cutting costs. • Reducing risk - sustainable ways of doing business help minimise risks across the business. • Future-proofing the supply chain against the risks linked to climate change and the sourcing of raw materials. • Building trust – having an ethical procurement policy at the heart of the business strengthens relationships with stakeholders and helps the businesses to succeed.
How you can achieve this	Have a policy in place to support ethical procurement of goods and services. This should include: • Producing services from local suppliers wherever possible. • Encouraging the use of ethical products i.e. Fairtrade, recycled or sustainably sourced products. • Committing to paying all suppliers within the period set out in agreed contract terms and conditions. You may also wish to consider ways that you can positively influence local communities through your supply chain, i.e. procuring from companies who treat their workers fairly, support apprentices or are environmentally friendly.
How you can show you have achieved this	• Copy of ethical procurement policy/commitment.

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Theme 2
Mental Health

Theme 2

Mental Health

Bronze Level

Identification

Ref no: MHI1

What you need to do	There is a clear commitment at senior level of your organisation that mental health matters, stated in a form that is visible and understandable to all employees.
Why this is important for you	Having a clear commitment at a senior level will help drive health and wellbeing in the workplace. When the CEO addresses mental health it sends a clear message that staff wellbeing matters. This helps to establish a workplace culture that prioritises and values mental health. Employees are more likely to open up about their own mental health if there is a clear signal from senior management, meaning support for those experiencing a mental health problem can be provided earlier.
How you can achieve this	This should be in a form which is continually accessible to staff i.e. intranet page, wellbeing strategy, staff handbook. For larger organisations, it should be part of a core staff pledge/organisational vision statement. This may include signing the Time to Change employer pledge. If so, this should be reviewed regularly - at least annually, but ideally every six months - and the commitment reiterated to staff alongside a progress update.
How you can show you have achieved this	• Wellbeing strategy or mental health commitment is on display. • Vision statement with commitment to mental health. • Time to Change employer pledge.

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Ref no: MHI2

What you need to do

Reduce stigma about mental health in the workplace by encouraging conversations about mental health throughout the organisation.

Why this is important for you

Reducing stigma regarding mental health is important to help promote wellbeing in the workplace. Open conversations across the business will help to normalise mental health issues which, in turn, will enable employees to more comfortably discuss their mental health. Discussing mental health openly means that individuals who are suffering can be identified and supported earlier to promote a quicker recovery.

How you can achieve this

What activities has your organisation delivered to raise awareness about mental health and tackle stigma at work? Are employees happy to discuss mental health issues?

Ensure that staff and managers at all levels know it is okay to talk about and support mental health and wellbeing in the workplace.

This could take place in management meetings or one-to-one sessions with staff, such as appraisals. You might also include questions about mental health and wellbeing in staff surveys and make sure that managers are trained in basic mental health awareness.

Use the Time 2 Change mini health check which is designed to enable employers to take stock of how mentally healthy your organisation is and identify particular steps you can take to further reduce stigma, fear and secrecy about mental health problems in the workplace.

How you can show you have achieved this

- Approaches the organisation is taking to reduce the stigma of mental health in the workplace such as examples of accessible information.
- Verbal discussions with staff – are staff happy to discuss mental health issues?

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Ref no: MHI3

What you need to do

Produce, implement and communicate a mental health at work plan that encourages and promotes good mental health of all staff and open organisational culture.

Why this is important for you

Once a mental health at work plan has been put in place, communication is the key to its success. If employees are not aware of the plan or do not participate in initiatives, the plan will not be successful. The Business In The Community (BITC) mental health toolkit is a helpful guide to formulating a plan to help your organisation effectively encourage and promote mental health in the workplace.

How you can achieve this

An organisation's mental health plan should outline its approach to improving and protecting all employees' mental health, including awareness activities or training. The plan can be developed collaboratively with employees, through an informal discussion for small employers, but to include mental health champions or other leads in larger organisations.

Your workplace mental health plan could also be linked to other plans in the organisation, including strategies and policies.

The BITC mental health toolkit is a helpful guide to formulating a plan and has many links to useful resources. Time to Change offers tips and ideas on how to create a mental health plan and sign their pledge.

How you can show you have achieved this

- Copy of mental health at work plan and evidence to show how it links with wellbeing strategy etc.

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Prevention

Ref no: MHP1

What you need to do	Develop mental health awareness among employees by providing and displaying information about how staff can look after their mental health and wellbeing, including information about local services and national helplines.
Why this is important for you	Raising awareness of mental health is important in reducing stigma in the workplace. Too often, employees do not feel comfortable discussing their mental health with their manager but raising awareness and promoting discussion is an effective way to challenge and reduce the stigma of mental health. Embedding mental health in induction and training and using internal communications such as fact sheets, blogs and posters are all effective ways raise to awareness in the workplace.
How you can achieve this	Ensure employees and managers are aware of what they can do to look after their own mental health and reduce stress. This could include personalised approaches (with examples) to 'five ways to wellbeing' and also includes looking after general health and wellbeing. Leaflets, booklets/posters made available to staff giving them information on how to better manage stressful situations. Provide one awareness raising activity on the management of stress and the promotion of wellbeing. Ensure any information shared/displayed for staff is from a reputable source. Provide information to employees about services available locally, e.g. Samaritans, MIND, Cruise etc. Advise them to speak to their GP if appropriate.
How you can show you have achieved this	• Posters/leaflets information promoting mental health given to staff or on display. • Mental health awareness training or activity. • Verbal discussions with staff.

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Ref no: MHP2

What you need to do	Have systems in place to assess risks to employee's health. Individual health/stress risk assessment for staff are undertaken.
Why this is important for you	Employers have a legal duty to protect their employees, including protecting them from stress at work by doing a risk assessment and acting on it. Any paperwork produced should help communicate and manage the risks of stress in the workplace. By identifying risks, including those linked to work-related stress, measures can be put in place to minimise these risks and prevent harm to employees' health and wellbeing.
How you can achieve this	Employers have a legal duty to protect employees from stress at work by doing a risk assessment and acting on it. A system is in place to regularly review and update risk assessments. If you have five or more employees, you are required by law to write the risk assessment down. Example stress risk assessments may help employers in small businesses. You may need to develop individual action plans for employees suffering from stress.
How you can show you have achieved this	• Individual staff risk assessments carried out. • Health/stress risk assessment procedure.

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Self- management

Ref no: MHSM1

What you need to do	Ensure that staff are aware of their rights around mental health and employment.
Why this is important for you	It is important that employees are aware of their rights regarding mental health in the workplace, to ensure that all employees are treated fairly and equally and so that both staff and employers are fully aware of how mental health should be treated in the workplace to ensure equality and prevent discrimination.
How you can achieve this	Ensure that employees are aware of their rights under the Equality Act 2010. This could be included as part of staff inductions and/or be included in your employment policies and procedures. Does the organisation have interventions to help and support individuals, such as reasonable adjustments, flexible working etc.
How you can show you have achieved this	• Equality policy covers protected employees' rights • Reasonable adjustments included in absence policy and other relevant procedures. • Verbal staff discussions.

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Theme 2

Mental Health

Silver Level

Prevention

Ref no: MHP3

What you need to do	Ensure that managers have received mental health awareness training and understand they have legal responsibilities regarding mental health in the workplace, including stress and bullying.
Why this is important for you	Employers have a duty of care to their employees, including both physical and mental health. Training managers about mental health is important as they are often the first point of contact for employees, so being able to identify and deal appropriately with mental health issues is crucial. Employees feel better supported by a line manager who is comfortable talking about mental health and knows what support to provide or signpost, and they are more likely to be able to continue working successfully.
How you can achieve this	Training your staff on mental health is important to promote mental wellbeing, raise awareness and reduce the stigma surrounding mental ill health. Managers need to be aware of how the law protects mental health and wellbeing in the workplace and the legal implications that could result from their own behaviour as well as that of others. Inform people about their rights under the Equality Act 2010. There should be a stepped approach to training in mental health with defined mental health functions within the organisation. There should be a clear structure in place within the organisation for the sharing of sensitive information on mental health, with all employees being made aware of who they can speak to about their own mental health.
How you can show you have achieved this	• Evidence of managers' attendance at mental health awareness training courses. • Details of training opportunities e.g. courses/in-house/e-learning.

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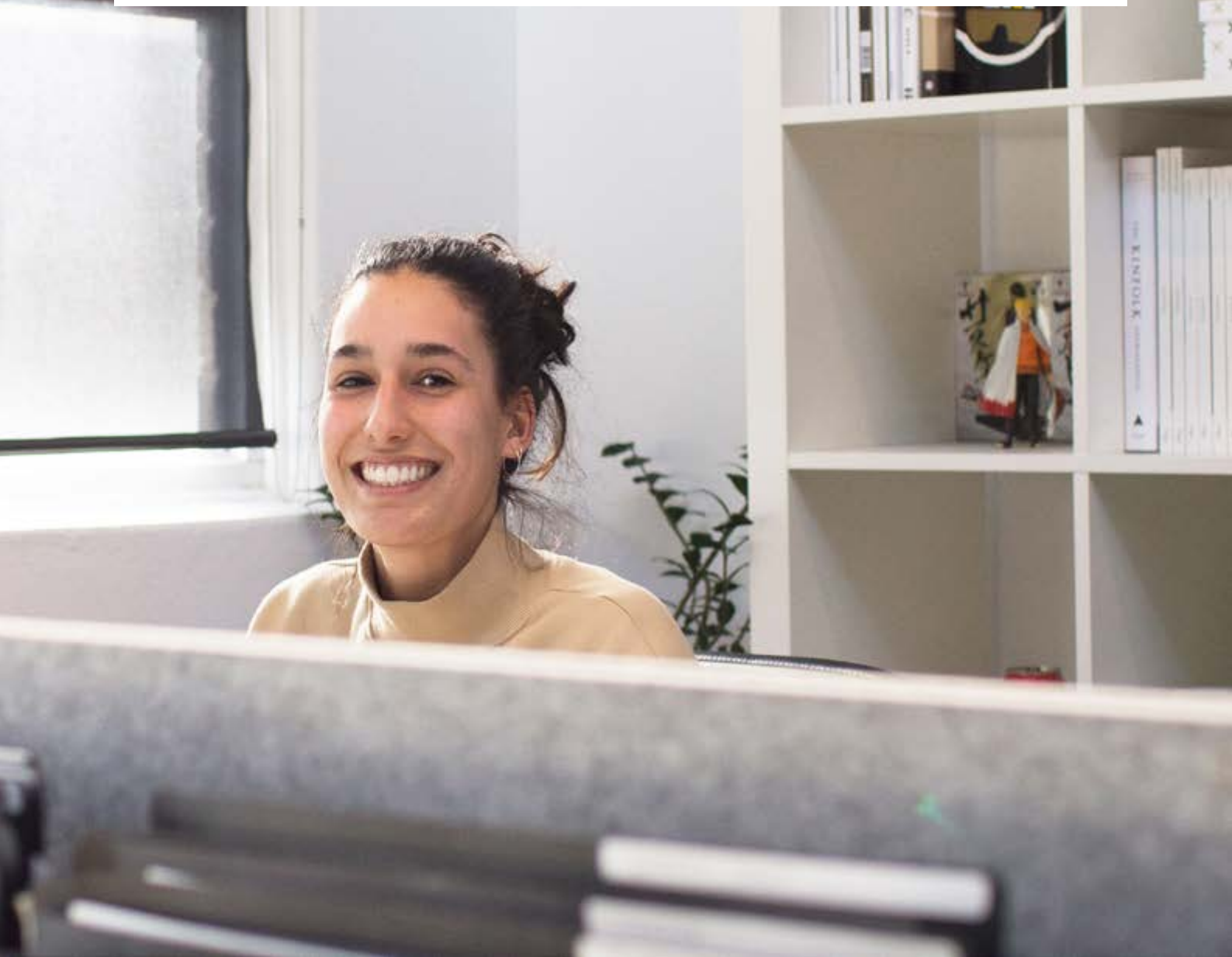
Ref no: MHP4

What you need to do	Carry out a stress management risk assessment for the organisation - and act on the results.
Why this is important for you	Carrying out a stress risk assessment at an organisational level is an effective way to identify issues that potentially impact on a group or possibly large numbers of employees and look at how to prevent and manage root causes of work related stress. This is an effective way to ensure the impact of any potential stressors is minimised, thereby reducing the impact on the organisation.
How you can achieve this	Find out what risks there are to the mental health of your staff. You could make use of the HSE Management Standards Indicator Tool, use an alternative survey or seek support from a qualified person to highlight areas of work which could have a negative impact on the mental health and wellbeing of staff.
How you can show you have achieved this	• Copy of workplace stress risk assessment being conducted. • Copy of the workplace stress assessment actions.



Ref no: MHP5

What you need to do	Have a clear mental health and stress management policy which follows HSE guidance on management standards for workplace stress.
Why this is important for you	Having a clear mental health and management of stress policy is important as it will provide both employees and employers with information needed to appropriately manage mental health and stress in the workplace. It will also raise awareness so employees know what to do if they feel they are experiencing issues.
How you can achieve this	You should have a mental wellbeing/stress policy that details preventative approaches and support.
How you can show you have achieved this	• Copy of mental health and management of stress policy in place. • Evidence of processes being used.

Notes

Self- management

Ref no: MHSM2

What you need to do	The organisation is prepared to make reasonable adjustments to work patterns and structures for anyone affected by poor mental health.
Why this is important for you	Adjustments for employees affected by poor mental health are mostly simple, practical and cost-effective procedures designed to allow them to stay in or return to work. From a business perspective, making adjustments to help employees with poor mental health can produce many benefits, including reduced sickness absence, greater staff engagement and productivity, reduced staff turnover, recruitment and costs. Making a few small adjustments to enable an employee to continue doing their job is far less expensive than recruiting and training new staff. Creating a good working environment by making adjustments to work patterns or structures to help them feel comfortable and capable can aid their recovery.
How you can achieve this	It is vital that people with recognised mental health problems are given appropriate support to stay in work, in addition to their rights under the Equality Act 2010. This might include one to one support, mentoring/coaching, regular work reviews, and appropriate adjustments to work, such as flexible working hours or changes to certain tasks, or having a recovery action plan in place if appropriate. You could also review job designs and role descriptions to ensure that they are appropriate and conducive to productive work. Employees who experience mental ill health and have to take time off work should be supported to make a speedy and appropriate return, with necessary adjustments made for their successful return to work through regular contact with a manager. The organisation should be aware of government initiatives such as Access to Work.
How you can show you have achieved this	• Evidence to show that the employer has changed work patterns or environment for staff experiencing mental health conditions. • Reviews of work plan undertaken and notes of support given.

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Ref no: MHSM3

What you need to do

Employees should have access to a range of self- management tools online to help them manage their own mental health and wellbeing.

Why this is important for you

Signposting and providing employees with access to online tools to help manage their mental health is often a cost-effective and easy way for staff to safeguard and improve their mental health and wellbeing.

Studies have found that online self-management tools have been shown to significantly reduce depressive symptoms, meaning that online tools can be an effective way for employees to manage and improve their mental wellbeing.

How you can achieve this

Employees should be aware of relevant online self-management tools and be able to access services during dedicated time at work or be able to work flexible hours.

Cognitive Behaviour Therapy (CBT) has been proven to help mental health problems. Beating the Blues® is a computerised (CBT) programme for depression and anxiety, recommended by (NICE): www.beatingtheblues.co.uk

Big White Wall is an online mental health and wellbeing service offering self-help programmes: http://bigwhitewall.com

Download leaflets and self-help guides/fact sheets etc. or links from your intranet pages/newsletters.

Self-help books are available from libraries or to download. The NHS offers online mental health services and digital tools:

https://www.nhs.uk/conditions/stress-anxiety-depression/self-help-therapies/?tabname=mental-wellbeing-audio-guides

How you can show you have achieved this

- Evidence to show that staff have access to tools to manage their own mental health.
- Leaflets/self-help guides on display.
- Intranet pages/newsletters with links to tools.
- Verbal discussions with staff.

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Ref no: MHSM4

What you need to do	Managers are able to support staff and signpost them to counselling and psychotherapy services to enable them to remain in or return to work.
Why this is important for you	Being able to support and signpost staff who are struggling with their mental health to appropriate services such as counselling is an important step for individuals to be able to recover and return and / or stay in work. Training for line managers is vital to embed effective mental health practices in the workplace. Forty-nine percent of managers said they would welcome some specific basic training on mental health conditions, and 55% believe that online information and guidance would help them to better support and signpost employees to appropriate support (BiTC, 2017, Mental Health at Work Report).
How you can achieve this	Managers should take time to find out about the resources and services in their area - for example: • Knowledge of local support services eg IAPT Access to work for mental health service. • Any in-house or contracted services for support like an employee assistance programme offering counselling.
How you can show you have achieved this	• Verbal discussions with staff and managers. • Completed managers' questionnaire as part of staff survey. • Example of guidance provided by manager.

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Theme 2

Mental Health

Gold Level

Identification

Ref no: MHI4

What you need to do	There is a culture of discussing mental health openly in team meetings, company meetings and 1-1s.
Why this is important for you	Normalising the topic of mental health in the workplace is an effective way to help reduce stigma. Team and company meetings and 1-1s are all good ways to help reduce stigma and help create a culture of openness. Discussing mental health and wellbeing in meetings helps to: • Promote open dialogue and embed positive attitudes and behaviours. • Normalise conversations about mental health. • Encourage staff to think more about their own and colleagues' mental health and what factors can affect this. Discussions in 1-1s are also beneficial as they: • Provide opportunities to discuss mental health between an employee and manager in private, where personal information an employee may not want widely known can be discussed comfortably. • Check on how the team member is doing and identify any issues early. (ACAS, 2017)
How you can achieve this	Include Wellbeing on agenda for all meetings and 1-1s etc.
How you can show you have achieved this	• Verbal discussion with staff • Results of staff surveys • Team minutes health & wellbeing on agenda

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Ref no: MHI5

What you need to do	Mental health awareness training is available for all employees and it has been delivered to the majority of employees.
Why this is important for you	Mental ill health costs UK employers an estimated £34.9 billion each year, the equivalent of £1,300 per employee in the UK workforce. Therefore putting simple steps in place to improve the management of mental health in the workplace will allow employers to make significant savings and improve health and wellbeing. Mental health awareness training is an important step to help achieve this and it is important that all employees are trained in issues relating to mental health so people who do have a mental health issue do not experience prejudice or discrimination and are appreciated for the contribution they make in the workplace.
How you can achieve this	Mental health awareness training should be mandatory training for all employees, with evidence to show training availability and staff uptake rates. Employees should listen to and support colleagues with mental health and wellbeing concerns.
How you can show you have achieved this	• Evidence to show mental health awareness training has been provided to most staff. • Attendance registers/logs. • Training records. • Training matrix.

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Prevention

Ref no: MHP6

What you need to do	The organisation considers mental wellbeing a strategic priority and has developed and implemented an annual action plan for mental health.
Why this is important for you	Prioritising mental wellbeing is important if you are to effectively support, raise awareness and improve mental health in the workplace. Having an action plan in place is a key way to prioritise mental health. Implementing an action plan helps to ensure that all relevant avenues are considered and goals and objectives are effectively identified in order to improve mental health in the organisation.
How you can achieve this	Mental health should be reflected in all relevant workplace policies. There should be a plan in place for delivering better mental health and wellbeing with clear actions that can be achieved and reported on regularly to all employees. An action plan will identify: • Why the organisation is committed to promoting positive mental health and what the objectives of the organisation are. • How the organisation will identify and tackle the causes of mental ill health in its workplace. • Plan a range of activities and key messages to educate staff and managers, prevent mental ill health and remove the stigma associated with mental ill health. • Promote positive mental health in the workplace. • Put in place support processes for staff experiencing mental ill health. For example, training managers in mental health and having named mental health champions in the workplace. • How the organisation will measure itself against its objectives. • A commitment to revisit the plan on a regular basis to check its effect on staff mental health and how the organisation is progressing against its objectives. ACAS (2017)
How you can show you have achieved this	• Copy of action plan for mental health or a wellbeing plan with mental health included. • Copy of report with recommendations.

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Ref no: MHP7

What you need to do	Staff consultations take place to seek information on the mental wellbeing of staff and working conditions.
Why this is important for you	Finding out about employees' mental wellbeing will give a clear indication of what needs to be done to achieve good mental health. Supporting and promoting good mental wellbeing brings many benefits to the organisation through enhanced morale, loyalty, commitment, innovation, productivity and profitability.
How you can achieve this	Carry out a mental health needs assessment and act on the result. This should be taken from a representative sample of employees. You should include opportunities for staff to highlight gaps in support, work life balance, working conditions, communication and cost of living wage as well as standardised questions on mental health and wellbeing. You should then translate these findings into clear objectives supported by a business case and identified actions.
How you can show you have achieved this	• A staff survey has taken place to assess the mental wellbeing of staff. • A copy of the report, recommendations and feedback to staff. • Evidence that staff have been involved and consulted.

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Self–management

Ref no: MHSM5

What you need to do	Employees are actively engaged in their own mental health needs.
Why this is important for you	Encouraging and providing employees with support and tools to actively engage and manage their mental health is important to help drive positive mental health in the workplace. Providing employees with online tools to help them assess and manage their mental health is a cost-effective and easily accessible way for employees to manage and improve their wellbeing. A very recent study found that getting employees to engage in short mindfulness meditations each day for eight weeks, via a smart phone, led to significant improvement in wellbeing, distress, job strain, and perceptions of workplace social support. There was also a significant decrease in systolic blood pressure, compared to participants who did not practise mindfulness.
How you can achieve this	Employees take responsibility for improving their own mental health literacy by accessing available information, learning about support options and actively participating in strategies that promote mental and physical wellbeing in accordance with individual needs and preferences.
How you can show you have achieved this	• Evidence from mental health staff survey questions. • Verbal discussions with staff.

Notes

Ref no: MHSM6

What you need to do	Employees are encouraged to develop wellness action plans to manage mental health and wellbeing and help them remain in work.
Why this is important for you	Wellness Action Plans (WAPs) are a personalised, practical tool suitable for all employees, enabling workers to identify what keeps them well at work, what causes them to become unwell and how to address a mental health problem at work. WAPs open up a dialogue between an employee and a manager or supervisor, in order for them to better understand the needs and experiences and ultimately better support employees' mental health, which in turn leads to greater productivity, better performance and increased job satisfaction.
How you can achieve this	This could form part of employee 1-1s. Wellness Actions Plans (WAPs) are an easy, practical way of helping you support your own mental health at work and, if you are a manager, helping you support the mental health of your team members. Everyone can complete a WAP, you don't need to have a mental health problem in order to feel the benefits. It just means that you already have practical steps in place to ensure you are supported when you aren't feeling great. Templates can be downloaded from Mind website.
How you can show you have achieved this	• Evidence of completed WAPS or part of 1-1s. • Verbal discussion with staff. • Evidence of guidance given to employees.

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citizens advice
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help
community information point

WORRIED ABOUT MONEY?
Dudley Borough

Treatment

Ref no: MHT1

What you need to do	The organisation provides access to confidential support to individuals who have identified poor mental health.
Why this is important for you	Counselling in a workplace has been shown to reduce sickness absence by 25%, reduce accidents, improve performance, reduce depression and anxiety, and foster a happier attitude towards work. Offering workplace counselling also improves the image of an organisation, demonstrating to workers the business's concern for employee wellbeing.
How you can achieve this	This could include access to an occupational health/counselling services or employee assistance programme (EAP). Those employees in particular need should be fast-tracked for initial consultation. There should be a clearly defined triage approach which aligns with the organisation's mental health policy and procedures.
How you can show you have achieved this	• Evidence of support service provided, internal and external.

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Theme 3 Musculoskeletal Health

Theme 3

Musculoskeletal Health

Bronze Level

Prevention

Ref no: MSKP1

What you need to do	Develop MSK awareness among employees by providing accessible information about how they can look after their MSK health and what to do if they have a problem.
Why this is important for you	MSK health conditions such as back, shoulder and knee pain are the leading cause of workplace absence in the UK. Raising awareness and promoting good MSK health will be crucial to addressing ill health and absence caused through MSK conditions. Embedding MSK health within induction and training and using internal communications such as fact sheets, blogs, posters etc. are all effective ways raise to awareness within the workplace.
How you can achieve this	Include information about local services and national helplines. Ensure that employees and managers are aware of what they can do to look after their own MSK health and the support options available to them locally. This could include information about common MSK conditions, gentle exercises and stretches to improve joint health and flexibility and local physiotherapy/therapeutic services. This information could be made available in the form of leaflets/booklets, posters or staff intranet pages. Ensure that any information that you share with staff is from a reputable source i.e. the Thrive at Work toolkit.
How you can show you have achieved this	• Posters/leaflets information promoting MSK health. • Signposting information to local services or national helplines. • Notice boards, newsletters, intranet pages.

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Ref no: MSKP2

What you need to do	Encourage employees to move about during the day and follow good practice in undertaking physical tasks.
Why this is important for you	Encouraging employees to move more during their working day - especially those in desk-based roles - will be an effective way for your organisation to address and reduce incidences of MSK related illness. This will benefit the employee as well as save the organisation money that would be lost through absence. Encouraging staff to be active for just 20 minutes per day has significant benefits, reducing the incidence of MSK injury as well as having wider benefits. Making sure employees are aware of good posture when doing physical tasks is imperative in order to safeguard employee's MSK health and prevent accidents and injuries.
How you can achieve this	Create a working culture in which employees are actively encouraged to take regular breaks and move around during the day. Follow HSE guidance or any specific training. Managers should proactively encourage staff to take breaks from their workstations where possible, including eating lunch away from desks, standing- friendly presentations and meetings and stretching. Written display screen equipment (DSE) assessments should be undertaken and reviewed. This includes PCs, laptops, tablets and smartphones.
How you can show you have achieved this	• Verbal discussions with staff and managers. • Work schedules including details of breaks. • Policy/procedure/guidance detailing breaks. • Evidence of approaches to encourage staff to take breaks away from the workstation. • Display Screen Equipment recorded assessment. • Are alternative areas provided for breaks?

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Theme 3

Musculoskeletal Health

Silver Level

Self–management

Ref no: MSKSM1

What you need to do	Staff affected by MSK issues or conditions are encouraged to access and enquire about self-management courses or training.
Why this is important for you	Providing employees with training or signposting to self-management courses is an effective way for employees to broaden their knowledge about the importance of good MSK health. Promoting good MSK health is very important because MSK related health problems are a leading cause of absence in the UK. In addition, depression is four times more common for those in persistent pain than in those without such pain, showing that there is high co-morbidity in those with MSK issues, increasing the risk of absence and poor mental wellbeing. Providing effective support and training that is relevant and tailored to their workplace helps to create a safe and harmonious working environment, reducing the risk of absence and MSK related ill-health.
How you can achieve this	Staff should be supported to work flexibly to attend self-management courses during the working day or be allowed time off to attend. In house or external sessions could also be made available to staff, for example mindfulness, resilience, CBT or acupuncture sessions. ESCAPE-pain is a rehabilitation programme for people with chronic joint pain: 'Enabling Self-management and Coping with Arthritic Pain using Exercise'. The ESCAPE-pain app is available for free on Apple and Android phones and tablets. Expert patient programmes are also available.
How you can show you have achieved this	• Verbal discussions with staff. • Example of any sessions offered eg mindfulness, resilience etc.

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Treatment

Ref no: MSKT1

What you need to do	Managers are able to support and signpost staff to accessible physiotherapy services as recommended by a health care professional, to enable them to remain in/return to work.
Why this is important for you	Signposting to physiotherapy services is important and beneficial as physiotherapy is a clinically effective and cost effective way of getting people back to work who are suffering from MSK health problems. Physiotherapy allows workers to avoid absence and injury as well as the potential secondary health consequences of sickness absence or even unemployment (CSP, 2010).
How you can achieve this	Staff with MSK conditions or issues should be able to access physiotherapy during the working day or be allowed time to attend. Staff can be encouraged to work flexibly during the work day in order to attend. Managers should take time to find out about the resources and services in their area. When choosing a physiotherapist, make sure they are chartered (they will have MCSP after their name) and registered with the Health and Care Professions Council (HCPC). The Chartered Society of Physiotherapy (CSP) is the professional, educational and trade union body for the UK's chartered physiotherapists.
How you can show you have achieved this	• Verbal discussions with staff. • Evidence of resource and services guidance given by managers.

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Theme 3

Musculoskeletal Health

Gold Level

Identification

Ref no: MSKI1

What you need to do	Carry out a survey to measure the extent and nature of any musculoskeletal problems affecting staff and develop an action plan with staff to safeguard MSK health in your workplace.
Why this is important for you	Conducting a wellbeing survey is an effective way to help identify MSK problems. It provides immediate feedback so an organisation can respond straight away if an individual is suffering. Many workers suffer in silence as they don't feel confident discussing their workplace health with their employer. Taking part in a survey will help employees gain confidence in discussing MSK issues, and will help employers identify and put measures in place for employees who are suffering with MSK issues.
How you can achieve this	A survey can help you identify staff who are struggling with their MSK health or chronic pain, as well as workplace risks and areas for action. In addition to survey questions for staff, you may also wish to review sickness absence data, staff demographic data (to identify staff aged 50-64 at heightened risk of MSK issues) and carry out face-to-face engagement activities with staff to understand issues and suggest and implement solutions.
How you can show you have achieved this	• Copy of survey and results. • Copy of actions taken. • Sickness absence data for MSK conditions. • Age profile data analysis for risk of future MSK conditions.

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Self–management

Ref no: MSKSM2

What you need to do	Individuals affected by MSK issues or conditions are supported by managers and senior staff to develop individual care plans in relation to pain management and support them to remain in optimum health while in work.
Why this is important for you	Positive MSK health management is important and beneficial as it leads to significant savings that could otherwise be lost through sick pay, low productivity, and loss of key skills, retraining costs and legal costs and injury benefits. It is important especially for small to medium sized firms as they can be disproportionately affected through the loss of key staff for any period of time. By working with employees to identify risks and have measures in place to ensure optimal health - change of duties and flexible working patterns for example - will help to save money and ensure the health and wellbeing of employees.
How you can achieve this	Work based Care Plans should be developed and led by employees, with consideration of their individual MSK issues or conditions. These should aim to consider the flare and remission nature of MSK conditions. Plans should create a responsive and flexible approach to job roles and responsibilities where appropriate, allowing those with MSK conditions to work at times and locations which suit them best. Plans could include changing duties, rotating tasks with colleagues, virtual meetings, flexible working patterns, more time for travel and extra breaks. Technology can also be used to support flexible working, with laptops and IT systems used to facilitate working remotely. Online resources could be used by managers or employees to develop care plans. For example 'My Healthspan' offers a personalised health assessment and coaching programme for employees with a significant MSK condition.
How you can show you have achieved this	• Copies of completed care plans. • Verbal discussions with staff.

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Treatment

Ref no: MSKT2

What you need to do	Provide physiotherapy services for staff affected by MSK conditions.
Why this is important for you	Evidence submitted to the government shows that physio interventions are effective in reducing sickness absence and helping people stay in or return to work and research suggests that providing in-house physiotherapy saves the company money and reduces time off work. A HSE case study showed that introducing in-house physiotherapy reduced the cost to the business by more than 80% because it provided the employee with rapid specialist treatment meaning he was able to return to work within six weeks compared to over six months. Treating this one episode of illness alone recovered the cost of the service for that year.
How you can achieve this	Managers should advise and support employees to visit their GP or another health care professional within the field of MSK. This could be through a private health scheme the employer may have in place. Those employees in particular need of treatment should be fast tracked for initial consultation. Managers should also be aware of what is available and accessible within their area, for example first contact or physiotherapy triage services.
How you can show you have achieved this	Evidence of access to physiotherapy services through in-house or external provider

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Theme 4
Lifestyles

Theme 4

Lifestyles

Bronze Level

Smoking

Ref no: LS1

What you need to do	Have a workplace smoke-free policy, which includes electronic cigarettes, and ensure the policy is adhered to.
Why this is important for you	A smoke free policy will help the business to protect all employees from second-hand smoke and assist compliance with the Health Act 2006. The policy will make colleagues aware of the organisation's position on smoking in the workplace, and let them know what is acceptable.
How you can achieve this	Smoking is prohibited in all enclosed or 'substantially enclosed' public places, workplaces and any work vehicles used by more than one person. The smoking policy should be included in the induction programme for new employees. This policy should include how to report breaches and signpost people to smoking cessation support.
How you can show you have achieved this	• A written smoke-free policy in place, which includes signing to support and how to report breaches. • The smoke-free policy includes the rules on electronic cigarettes. • Clearly signposted designated smoking areas. • Verbal discussions with staff – are staff aware of policy/rules?

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Ref no: LS2

What you need to do	Develop the risk of smoking awareness among employees by making information accessible about the risks of smoking.
Why this is important for you	Raising awareness to the risks of smoking is an important factor towards the act of quitting.
How you can achieve this	This information could be made available in the form of leaflets, booklets, posters, staff intranet pages or notice board. Ensure that any information you share with staff is from a reputable source ie the Thrive at Work toolkit, local government.
How you can show you have achieved this	• Evidence to show how the organisation has given information to staff about the effects of smoking eg leaflets on display, newsletter articles, intranet etc.

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Ref no: LS3

What you need to do	Provide and display information regarding ways to quit smoking, including local smoking cessation services.
Why this is important for you	Compared with non-smokers, employees who smoke have a 33% increased risk of absenteeism and on average are absent on 2.74 days more than non-smokers. Quitting smoking appears to reduce absenteeism, which will result in substantial cost-savings for employers. As well as absences, smoking is also associated with significant work productivity loss in the UK. Therefore, encouraging employees to quit smoking means that employers save money through lower levels of absence and better productivity. It will also result in better health and wellbeing for employees who quit smoking, meaning there are benefits for both the individual and organisation.
How you can achieve this	Provide materials to support those staff members who wish to stop smoking. This could be in the form of leaflets/booklets, posters or staff intranet pages. Ensure that any information you do share with staff is from a reputable source ie the Thrive at Work toolkit or local support services.
How you can show you have achieved this	• Signposting to local or national smoking cessation services eg information on display etc.

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Alcohol & substance use

Ref no: LA1

What you need to do	Develop alcohol and substance use awareness among employees by making information accessible with regards to the risks and effects of alcohol and substance use and promote sensible drinking messages.
Why this is important for you	Alcohol and substance use awareness is important in the workplace as one in four UK workers drink above the NHS guidelines, which affects their health which, in turn, impacts on sickness absence. It currently costs the UK economy £7.3bn per year through alcohol abuse.
How you can achieve this	This information could be made available in the form of leaflets/booklets, posters or staff intranet pages. Ensure that any information you share with staff is from a reputable source i.e. the Thrive at Work toolkit. This information can contain national or local messages around alcohol and drug use as well as the legal position around alcohol and use in the workplace.
How you can show you have achieved this	• Evidence to show how the organisation has given information to staff about the effects of alcohol and substance misuse, eg leaflets on display showing recommended units, articles in newsletter or intranet etc. • Verbal discussions with staff.

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Ref no: LA2

What you need to do	Provide and display information about how staff can access help and support for alcohol and substance misuse, including local support services and national helplines.
Why this is important for you	Providing and signposting employees to information and support for substance and alcohol misuse is an important way to address issues caused by alcohol and substance misuse. Employers who invest in substance use awareness and signposting can see benefits including reduced absenteeism, presenteeism, accidents and improved employee engagement and morale.
How you can achieve this	This could be in the form of leaflets, booklets, posters or staff intranet pages. Ensure that any information you share with staff is from a reputable source ie the Thrive at Work toolkit. You may also wish to include information around 12 step fellowships and national helplines. You may wish to provide information about the links between alcohol and substance misuse and mental health.
How you can show you have achieved this	• Signposting to local or national alcohol and substance misuse services, e.g. information on display. • Verbal discussions with staff.

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Ref no: LA3

What you need to do	Have an alcohol and substance misuse policy in place and ensure staff are aware of it.
Why this is important for you	Even if there is no evidence of their use, organisations can benefit from an alcohol and substance misuse policy, to ensure that employees are aware of their employer's commitment and approach to supporting and managing alcohol and substance misuse in the workplace.
How you can achieve this	The policy should cover the misuse of alcohol and other substances in the workplace, guidance regarding offering alcohol for hospitality reasons and supportive to those experiencing misuse problems.
How you can show you have achieved this	• Copy of alcohol & substance misuse policy in place. This should include guidance at business functions. • Verbal discussions with staff.

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Healthy eating, drinking & weight

Ref no: LE1

What you need to do	Develop healthy eating, drinking and weight awareness among employees by providing accessible information.
Why this is important for you	Raising awareness of the benefits of healthy eating and drinking in the workplace is important as research has shown that improving health in the workplace increases motivation of employees, creates a better working atmosphere, increases productivity and improves the public image of the company, making it more attractive as an employer.
How you can achieve this	Pick health topics related to healthy eating and weight management and provide information to staff in the form of leaflets/booklets, posters or intranet pages. This could include One You, web-based interventions, evidence-based apps, local services for women, men and families and links to national campaigns. Offer material for employees to take home to help them make healthier choices when planning meals. For example: • NHS eight tips for healthy eating • Making healthier choices while food shopping, ordering in restaurants and reading food labels • Choosing healthier fats to reduce saturated fat intake • Salt and sugar reduction • Planning balanced meals for the whole family • Vegetarian eating
How you can show you have achieved this	• Evidence to show how the organisation has given information to staff about healthy eating and weight management eg leaflets, articles in newsletter or intranet. • Verbal discussions with staff.

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Ref no: LE2

What you need to do	Create a workplace environment which encourages staff to incorporate healthy eating into their daily routine.
Why this is important for you	Studies show that what and how much people eat are mostly influenced by what is available and what is happening around them. A healthy eating environment makes healthy eating choices the easy choice for all. It includes spaces to eat at, equipment to store, prepare or service food and support for a healthy eating culture. When employees are well-nourished and healthy their physical and mental wellbeing is enhanced.
How you can achieve this	Ensure that any kitchen facilities or beverage areas are clean and in good condition and, where appropriate, comply with good hygiene restrictions. This includes ensuring that staff have access to fresh drinking water. You should try to ensure that staff have a place to eat away from their workstation, to encourage breaks away from desks.
How you can show you have achieved this	• Access to drinking water/drinking water units. • On-site visit to include inspection of the staff facilities including the kitchen. Do they comply with HSE welfare standards. • Verbal discussions with staff.

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Ref no: LE3

What you need to do	Display information showing where staff and their families can access evidence-based help and support for weight management locally.
Why this is important for you	Advertising local weight management programmes in the workplace is an effective way to encourage healthy eating and weight loss, helping to reduce risks associated with increased weight including type 2 diabetes, coronary heart disease, certain cancers and stroke, leading to a healthier workplace.
How you can achieve this	This information could be made available in the form of leaflets/booklets, posters or staff intranet pages. Ensure that any information shared with staff is from a reputable source ie the Thrive at Work toolkit or NHS Choices weight loss plan.
How you can show you have achieved this	• Signposting to local or national services for support for weight management. • Verbal discussions with staff.

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Physical activity

Ref no: LP1

What you need to do	Develop physical activity awareness among employees by providing and displaying information regarding the benefits of physical activity.
Why this is important for you	Raising awareness and supporting employees to increase their levels of physical activity is a positive step towards helping employees maintain good physical and mental health and a healthier weight. Increased physical activity will also protect employees against MSK health issues, which is one of the leading causes of absence in the UK. Raising levels of activity in the workplace has been estimated to reduce days off sick by up to 27% and broader absenteeism by up to 20% (Business in the Community, 2009).
How you can achieve this	This information could be made available in the form of leaflets/booklets, posters or staff intranet pages. Ensure that any information that you share with staff is from a reputable source i.e. the Thrive at Work toolkit.
How you can show you have achieved this	• Evidence to show how the organisation has given information to staff about physical activity e.g. leaflets, articles in newsletter or intranet. • Verbal discussions with staff.

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Ref no: LP2

What you need to do	Develop physical activity awareness among employees by providing and displaying information about local physical activity groups and information about local walking/cycling groups and activities.
Why this is important for you	Studies suggest that providing information to employees about local facilities, activities, groups, and clubs can help your workforce become more physically active, which will increase their health and wellbeing and positively impact their working life.
How you can achieve this	Displays could include information about walking and cycling clubs, local sports clubs, exercise classes, facilities and volunteering programmes. You could also sign up to your local county sports partnership newsletters.
How you can show you have achieved this	• Evidence to show how the organisation has given information to staff regarding local physical activity groups – posters, leaflets, articles in newsletter or intranet bulletins promoting workplace activities or local sport club events etc. • Verbal discussions with staff.

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Ref no: LP3

What you need to do	Use signage or other innovative means to encourage physical activity and reduce sedentary behaviour.
Why this is important for you	Evidence suggests using signs is an effective way to encourage physical activity. For example, research has found that using posters and signs is an effective way to encourage employees to use the stairs instead of using the lift (National Institute for Health and Care Excellence, 2008).
How you can achieve this	Help employees to be physically active during the working day by, where possible, encouraging them to move around more at work, for example by walking to external meetings. Putting up signs at strategic points and distributing written information to encourage staff to use the stairs rather than lifts if they can. Encouraging staff to stand when answering the telephone. Use of the Step Jockey App.
How you can show you have achieved this	• Evidence of the stairwells/lift/doorways where use of stairs is promoted. • Evidence of approaches to encourage staff to move more.

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Active travel

Ref no: LAT1

What you need to do	Develop active travel awareness among employees by displaying journey planning information promoting alternative methods of getting to work - walking, cycling and public transport.
Why this is important for you	Promoting and encouraging active travel behaviour in the workplace has widespread benefits including: • Improved staff motivation, health and fitness, productivity and reduced sickness absence in the workplace. • Helping the organisation meet carbon reduction targets. • Being an attractive employer - promoting and supporting active travel demonstrates your commitment to social responsibility, building an excellent reputation with staff, and across your local community, increasing your organisation's social value. • Encouraging local recruitment, as active travel is often most suitable for short distance journeys, therefore attracting local individuals, and again this will aid in benefiting the local community, increasing the social value of your organisation.
How you can achieve this	Provide information and journey planning tools for staff on noticeboards, in staff recreation areas and on intranet pages. Information could include: • Local cycle maps and cycling advice • Information about local bike share schemes • Maps showing public transport links and routes • Walking maps showing routes and distance/time • Signposting to journey planning tools and apps eg walkit.com Ensure that the information you are providing to staff is up to date and reliable.
How you can show you have achieved this	• Evidence to show how the organisation has given information to staff regarding active travel eg leaflets, articles in newsletter articles or intranet etc. • Verbal discussions with staff.

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Ref no: LAT2

What you need to do	Promote active travel and public transport to get to and from external meetings and events.
Why this is important for you	Effectively managing your organisation's journeys will help to reduce costs associated with business travel including staff expenses, car park charges, and fleet management costs.
How you can achieve this	Ensure that your approach is inclusive and takes into account individual health needs. Any 'How to get to us' information provided to guests and visitors should include active travel routes.
How you can show you have achieved this	• Evidence to show how the organisation has any 'How to get to us' information provided to guests and visitors which include active travel routes.

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Theme 4

Lifestyles

Silver Level

Smoking

Ref no: LS4

What you need to do	The organisation actively supports employees to give up smoking.
Why this is important for you	People with employers who actively support quit smoking schemes (including pharmacological treatments or financial incentives) were significantly more likely to stop smoking compared to employees who are not offered support. Supporting employees to quit smoking will have beneficial impacts on both the employee and employer, where the cessation of smoking leads to improved health and wellbeing and is also likely to reduce absence and presenteeism rates in the workplace.
How you can achieve this	Staff who want to stop smoking are able to access smoking cessation services. Does the organisation allow employees time off to attend smoking cessation services or invite services to run in-house sessions? The organisation participates in smoking cessation campaigns such as Stoptober and No smoking Day.
How you can show you have achieved this	• Staff e-mails/bulletins marketing materials. • Verbal discussions with staff. • Posters/leaflets of support material in workplace. • Attendance registers if in-house sessions are run. • Example of guidance provided about staff time off for attending smoking cessation such as guidance being included in smoking policy.

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Alcohol and substance use

Ref no: LA4

What you need to do	Employees are made aware of how to access relevant policies, information and support at the point of induction
Why this is important for you	Even if there is no evidence of their use, organisations can benefit from an alcohol and substance misuse policy, to ensure that employees are aware of their employer's management and approach to dealing with alcohol and substance misuse in the workplace. (UNISON, 2018).
How you can achieve this	Is alcohol and substance misuse information included as part of induction process?
How you can show you have achieved this	• All alcohol and drug use policies and procedures are promoted at the point of induction. • Induction checklist with section on alcohol and misuse. • Example of induction programme.

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Healthy eating, drinking and weight

Ref no: LE4

What you need to do	Support and enable staff to make healthy eating choices
Why this is important for you	Encouraging healthy eating at work is beneficial as research has shown that improving healthy eating in the workplace: • Increases motivation among employees and creates a better working atmosphere, leading to more flexibility and better communication. • Reduces absence levels in the workplace. • Increases quality of products and services, innovation and creativity, and leads to a rise in productivity. • Improved public image of the company, making it more attractive as an employer.
How you can achieve this	Where food is provided on site, for example through vending machines, canteens, restaurants or mobile catering, ensure that healthy options are provided and that unhealthy options are not the only choice. Examples of this include: • Positioning of healthy options so that they are more accessible and visible • Providing healthy food choices at corporate functions and social events • Making information about the nutritional content of food available at the point of sale • Where vending machines are provided, ensure that a certain proportion (eg 50%) of snacks and drinks are healthy options • Working with on-site caterers to improve healthy food provision and involving staff in menu development • Developing a plan or policy to increase the availability of healthy food options, showing evidence of staff engagement and involvement • Fresh fruit is available
How you can show you have achieved this	• Evidence that healthy options are marked. • Evidence that food served or made is healthy. • Posters/menus provided. • Fresh fruit made available. • Nutritional content of food made accessible. • Vending machines provide healthy options or alternative healthier snacks are accessible. • Example menus for corporate functions/orders raised.

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Ref no: LE5

What you need to do	Develop an annual programme of healthy eating opportunities for staff to participate in campaigns/challenges including weight management.
Why this is important for you	Planning an annual programme to promote engagement in health campaigns such as Salt Awareness Week, Meat Free Monday and Fruity Friday is an easy way for your organisation to raise awareness and encourage behaviour change towards healthy eating.
How you can achieve this	A planned programme of promotional events focused on healthy eating, with at least four events a year. These could include awareness campaigns such as Salt Awareness Week, Fruity Fridays and Change4Life.
How you can show you have achieved this	• Healthy eating weight loss awareness campaigns supported. • Copy of health & wellbeing programme including healthy eating events etc. • Evidence that staff have attended.

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Physical activity

Ref no: LP4

What you need to do	Encourage and support staff to participate in physical activity in the workplace.
Why this is important for you	Encouraging employees to move more during their working day (especially office desk based roles) is an effective way for your organisation to address and reduce incidences of MSK related illness, which will benefit the employee as well as save the organisation money that would be lost through absence. Organising step challenges or walking meetings are simple but effective ways to address MSK health issues. Encouraging staff to be active for just 20 minutes per day has significant benefits as it reduces the incidence of MSK injury, as well as having wider benefits including reducing risks of depression by a third and up to 40% of some cancers (Business in the community, 2017).
How you can achieve this	All staff should be encouraged to participate in the recommended physical activity guidance for adults. A minimum of 30 minutes physical activity a week, broken down into 10 minute sessions. Examples include: • Promoting walking meetings • Encouraging staff to take leisure walks at lunchtime • Providing space for staff exercise sessions at lunchtime or after work
How you can show you have achieved this	• Results of HNA survey showing employees' physical activity levels. • Verbal discussions with staff. • Examples of guidance given to staff to encourage more physical activity in the organisation. • Examples of opportunities available eg lunchtime walking groups and routes or exercise sessions available.

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Active travel

Ref no: LAT3

What you need to do	Produce a current travel plan or action plan for staff.
Why this is important for you	Travel plans can help to increase accessibility while reducing congestion and air pollution and can increase business efficiency and equality, which is why an increasing number of organisations are producing travel plans. A travel plan is when an organisation puts together a set of measures to encourage sustainable travel. There are many benefits to implementing a travel plan including: • Improving site access and travel choice. • Meeting and excelling in environmental standards. • Reducing congestion and demand for parking spaces. • Ensuring adequate provision for people with disabilities. • Delivering local environmental improvements from reduced congestion, pollution and noise, which increases the social value of the company. • Improving health and fitness of employees. Having an active travel plan will help get employees cycling and research shows that employees who cycle are fitter, healthier, happier and less likely to take sick days, where a survey of employees who cycle on the National Cycle Network found they take nearly half as many sick days as the average UK worker. This shows that promoting active travel is an effective way to promote health and wellbeing, as well as save money in the reduction of absences.
How you can achieve this	Travel plans are designed by organisations to encourage employees to think about the way they travel to work. The plan should promote informed transport choices including active and sustainable travel and raise awareness of the economic, environmental and social implications of car use.
How you can show you have achieved this	• A copy of the organisation's travel plan.

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Ref no: LAT4

What you need to do	Establish a cycling mileage rate on par with petrol mileage rates.
Why this is important for you	Cycle mileage rates for work events and meetings is a good way to promote this behaviour. It can also be more cost effective for shorter journeys, providing cycling mileage rates is considerably cheaper than the cost of paying car expenses and car parking fees required.
How you can achieve this	Promote cycling instead of driving to work events and meetings by establishing a cycling mileage rate equivalent to petrol mileage rates. Ensure that staff are aware of the cycling mileage rate and know how to claim this.
How you can show you have achieved this	• Example of guidance given for cycling mileage. • Verbal discussions with staff.

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Theme 4

Lifestyles

Gold Level

Smoking

Ref no: LS5

What you need to do	All open areas belonging to the organisation are smoke free and steps are taken to prevent smoking.
Why this is important for you	Smoke-free environments not only protect non-smokers, but also help smokers who want to quit - as well as former smokers who have already stopped - to successfully stop long term. Complete workplace smoking bans implemented in several industrialised nations are estimated to have reduced tobacco consumption by an average of 29%, which leads to organisational benefits like improved productivity and motivation and decreased absenteeism and employee benefits in improved health and wellbeing. (World Health Organisation, 2009).
How you can achieve this	Ensure that your smoke-free workplace policy has a section explaining that smoking is prohibited in open areas belonging to the organisation and outlining the rules and consequences to staff if found smoking. All outdoor areas belonging to the organisation should be clearly signposted as smoke-free and any existing smoking shelters or designated smoking areas should be removed (where the organisation has the legal right to do so).
How you can show you have achieved this	• Copy of smoke free policy which includes a section that smoking is prohibited in open areas belonging to the organisation. • All outdoor areas are clearly signposted smoke free.

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Ref no: LS6

What you need to do

The smoke-free workplace policy prohibits the use of e-cigarettes in the building and workplace grounds.

Why this is important for you

While there is evidence that supports the use of e-cigarettes in terms of aiding smokers to quit, having a smoke-free policy that also prohibits the use of e-cigarettes is beneficial to the workplace because:

- The vapour from e-cigarettes might be annoying to some employees and could potentially provide a health risk for others through passive consumption (like passive smoking) as the long term health effects of e-cigarettes are unknown.
- Some e-cigarettes look very similar to real cigarettes so employees or customers may think that real cigarettes are being smoked in the workplace, which may cause confusion about the smoke-free workplace policy.
- If e-cigarettes are permitted, it may cause discontent among employees, who may argue that real cigarettes should be allowed too.

People who work in environments with smoke-free policies are nearly twice as likely to quit smoking as those in worksites without such policies and employees who do not smoke are less likely to be absent due to improved health and more likely to be productive, meaning that the organisation will benefit from having a smoke-free workplace policy (World Health Organisation, 2009).

How you can achieve this

Ensure that your smoke-free workplace policy has a section explaining the use of e-cigarettes is prohibited in open areas belonging to the organisation and outlining the rules and consequences to staff if found vaping. All outdoor areas belonging to the organisation should be clearly signposted as smoke-free, including e-cigarettes.

How you can show you have achieved this

- Copy of smoke free policy which includes a section that e-cigarettes are prohibited in open areas belonging to the organisation.
- All outdoor areas are clearly signposted smoke free – including e-cigarettes.

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Alcohol & substance use

Ref no: LA5

What you need to do	Managers have been trained in how to identify and support staff who may have issues with alcohol and substance misuse, and are aware of where to obtain information or signpost employees with problems.
Why this is important for you	Managers being trained to identify and support employees who have an alcohol or/and substance addiction is crucial as good training can benefit both the organisation and employee, resulting in early intervention and support to tackle concerns sooner, before disciplinary action needs to be taken. The cost of recruiting and training a replacement for example may be greater than the cost of allowing someone time off to get expert help. Also, employers who signpost employees to support can see benefits including reduced absenteeism, presenteeism and accidents and improved employee engagement and morale (Alcohol Health Network, 2018).
How you can achieve this	Alcohol & Substance misuse could be included as part of managers' training – with internal or external courses being made accessible. Alternatively relevant training could be included on a training matrix for managers. This training should ensure managers have awareness of common signs of alcohol and substance misuse, as well as how to best support individuals who may have issues with alcohol and substance use. This training should also ensure that managers understand the importance of early prevention in dealing with alcohol and substance use.
How you can show you have achieved this	• Included on training matrix for managers. • E-learning modules. • Training records. • Attendance registers.

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Ref no: LA6

What you need to do	Employees have access to alcohol awareness training and it has been taken up by a majority of employees.
Why this is important for you	It is estimated that alcohol misuse costs the economy £964 million in terms of absenteeism, presenteeism and loss of productivity. While one in four workers drink above recommended guidelines, 70% are unaware of how much they drink. Alcohol awareness training is therefore important in increasing staff knowledge about alcohol issues and improving staff practice in the workplace.
How you can achieve this	Alcohol awareness training is part of the organisations training. This could be e-learning modules. CPD (Continuing Professional Development) accredited & RoSPA approved Drug and Alcohol Awareness training (eLearning). This will help you towards compliance with current legislation.
How you can show you have achieved this	• Included in training for managers. • E-learning modules. • Training records showing the majority of staff have been trained. • Attendance registers.

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Healthy eating, drinking and weight

Ref no: LE6

What you need to do	Health champions to proactively raise awareness of the benefits of healthy eating.
Why this is important for you	Health and wellbeing champions when given appropriate support and guidance provide a catalyst to promoting positive change in the workplace to increase health and wellbeing. Health champions who raise awareness of the benefits of healthy eating will help to improve the health and wellbeing of employees as research has shown that improving healthy eating in the workplace: • Increases motivation amongst employees and supports a better working atmosphere, leading to more flexibility and better communication. • Reduces absence levels in the workplace. • Increases quality of products and services, more innovation and creativity, and a rise in productivity. • Improved public image of the company, making it more attractive as an employer.
How you can achieve this	The health champion should deliver a planned programme of promotional events, including seminars, presentations and sessions on subjects such as: • The benefits of healthy eating • How to prepare healthy food • The role of healthy eating in weight management Staff should be given time to attend these sessions.
How you can show you have achieved this	• Copy of schedule of events taking place. • Evidence that staff have attended. • Promotional materials promoting events. • Verbal discussions with staff.

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Ref no: LE7

What you need to do

The organisation has a nutrition/healthy eating policy.

Why this is important for you

As many workers consume at least half of their meals and snacks during working hours, this provides a good opportunity to influence healthy meals on a regular basis. Having a healthy eating policy will help to achieve this, where promoting healthy eating can contribute to:

- Improved physical and mental health.
- Reduced risk of chronic diseases.
- Helping workers to get enough vitamins and minerals and boosting the immune system by eating recommended amounts of vegetables.
- Maintaining a healthy body weight.

These in turn will improve the health and wellbeing of employees as well as reducing the risk of absence and improving motivation in the workforce.

How you can achieve this

The organisation should produce a nutrition/healthy eating plan/policy which is reviewed annually, with evidence of management support and staff engagement.

The policy should include:

- Corporate hospitality
- Catering provision
- Local sourcing of food using local suppliers
- Vending/in-house catering pricing strategy to promote healthier options
- The organisation's aims and commitment to healthy eating

How you can show you have achieved this

- Copy of policy in place for nutrition/healthy eating.
- The policy covers promotion of healthy eating by placing requirements on the canteen or suppliers to include healthy options.
- The policy includes looking at procurement of local suppliers to provide food where possible.

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Ref no: LE8

What you need to do

Internal or external support is on offer for those who wish to lose weight.

Why this is important for you

Supporting employees who wish to manage their weight is an effective way for employers to tackle obesity and associated health issues and reduce costs for the business. Thames Water supported their employees by taking a business offer from a well-established weight management programme that offered employees with a BMI over 30 to 12 weeks' free of the weight management programme. The company saw significant improvement in weight and general health and wellbeing, where employees lost an average of a stone in weight. While there was a small cost for the implementation of the programme, the days saved in sickness absence due to increased health and wellbeing significantly outweighed this cost.

How you can achieve this

You may wish to survey staff to establish need and acceptability. Ensure that your approach is inclusive and takes into account individual health needs.

What support is offered to those wishing to lose weight? Are weight loss clubs available? Can staff have time off or work flexibly to attend weight management initiatives or other healthy weight support.

Guidance should be provided as to how much time can be taken and who to make a request to allow time to attend. Ensure privacy so staff can access support confidentially.

Is support such as coaching available for making lifestyle changes?

Health trainers can give one to one advice and support on a range of health issues, including specific support around weight management.

Counterweight offers a range of evidence-based weight loss programmes.

How you can show you have achieved this

- Evidence of support on offer for those who wish to lose weight e.g. weight loss clubs organised.
- Verbal discussion with staff.
- There is guidance in place to support eligibility to allow time to attend weight support/interventions.
- There is a supportive environment and weight stigma is not tolerated.

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Physical activity

Ref no: LP5

What you need to do	Encourage and support staff to participate in a minimum of 150 minutes of physical activity a week, broken down into at least 10 minute sessions.
Why this is important for you	Encouraging staff to be physically active for at least 150 minutes per week will help to improve workplace health and wellbeing. It has also been found that physical activity programmes at work reduce absenteeism by up to 20% and physically active workers take 27% fewer sick days, saving businesses money. Increased physical activity also improves sleep quality, energy and stress levels of employees as well as boosting morale and team spirit, all of which will have great impact on both the employees and the organisation.
How you can achieve this	A physical activity champion would play a key role in this. Suggestions include: • Providing staff with information regarding what physical activities can be done in 30 minutes • Guidance for staff to set up work-based sports teams • Arranging in-house exercise/fitness classes • In-house challenges like step jockey, pedometers etc. • Discounted corporate rate gym memberships
How you can show you have achieved this	• Evidence of guidance given to staff. • Evidence of interventions to encourage staff to be active – in-house challenges fitness classes arranged etc. • On site facilities. • In-house sports clubs etc.

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Ref no: LP6

What you need to do	Undertake a sport and physical activity survey of staff.
Why this is important for you	Conducting a physical activity survey will be an effective way for the organisation to establish the best courses of action to successfully promote and encourage physical activity in the workplace in order to reap the benefits explained above (reduce absence levels, improved energy and morale amongst employees).
How you can achieve this	This will help you to identify which staff would like further support and organised activities in the workplace, including which activities would be most popular.
How you can show you have achieved this	• Copy of results of physical activity survey undertaken. • Feedback actions to staff.

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Ref no: LP7

What you need to do	Provide at least two physical activity events annually for staff, their families and/or the local community.
Why this is important for you	Organising physical activity events is a fantastic way to raise awareness and encourage physical activity. Also, involving families and local communities is a good way to raise the social value of the organisation, as well as promote physical activity.
How you can achieve this	This may include events such as a walking group, rounders' games, sports days or sponsored walks. Ideas for events should come from the sport and physical activity survey of staff.
How you can show you have achieved this	• Evidence of physical activity events arranged for staff etc. • Verbal discussions with staff.

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Active travel

Ref no: LAT5

What you need to do	Provide at least two active travel promotional events annually for staff.
Why this is important for you	Organising annual active travel events such as 'Cycle to Work Day' and 'Walk to Work Day' are effective ways to raise awareness and promote active travel in the workplace. Promoting active travel not only enhances the health and wellbeing of workers, but also has environmental benefits through reduced carbon emissions.
How you can achieve this	An active travel champion would play a key role in this. Examples include: • 'Cycle to Work Day' • 'Race to Paris' • Bus stop selfie competitions • Pedometer challenges
How you can show you have achieved this	• Evidence of active travel events arranged for staff etc. • Verbal discussions with staff.

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Ref no: LAT6

What you need to do	Expand your flexible working policy to facilitate active travel to and from work.
Why this is important for you	Having a flexible working policy has many benefits for the employee and employer, including encouraging active travel within the workplace due to being able to commute outside of rush hour, reducing potential stress and anxieties about commuting when there is high congestion on the roads and public transport.
How you can achieve this	Variable start/end times can encourage the use of public transport and active travel methods.
How you can show you have achieved this	• Copy of flexi-time scheme. • Verbal discussion with staff.

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Ref no: LAT7

What you need to do	Consider ways that you can invest in facilities or schemes to promote active travel in your workplace.
Why this is important for you	Active travel has huge benefits in the workplace including improved staff motivation, health and fitness, productivity and reduces sickness absence as well as making the organisation a more attractive employer, showing an interest in the health of employees as well as being conscious of environmental issues. Therefore, investing in facilities in the workplace to encourage active travel is important in order to achieve the benefits as described above.
How you can achieve this	Examples include: • Providing on-site facilities such as changing rooms, showers and lockers. • Providing on-site cycling training. • Establishing a salary sacrifice scheme for bicycles. • Investing in pool cars or bicycles for staff use. • Providing sufficient cycle-parking facilities.
How you can show you have achieved this	• On-site tour of facilities. • Evidence of facilities available to staff and how this is communicated and used.

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Ref no: LAT8

What you need to do	Establish and resource a Bicycle Users Group (BUG) in your workplace.
Why this is important for you	Workplace Bicycle User Groups (BUGs) are usually championed by a keen cyclist and help to encourage cycling in the workplace by recommending traffic-free or quiet routes to and from work help for novice cyclists by acting as 'bike buddies' on their journey. They can organise rides, events, presentations for example. Workplace BUGs are an effective way to provide encouragement and find ways to make the workplace more cycle friendly and just need a little resourcing and support.
How you can achieve this	If you want to encourage more staff to commute by cycle to your workplace, or use bikes for business travel, setting up a Bicycle User Group is a step in the right direction. Establish a champion committed to cycling to lead the group and establish membership. Find out more about your workplace via a cycling survey. What's stopping other people from cycling? Arrange regular meetings, both with relevant managers and with BUG members. Contact whoever is responsible for cycling at your local council. Invite them to a BUG meeting. Find out if there is a local Cycling UK campaigner and/or cycle campaign group and involve them.
How you can show you have achieved this	• Evidence of BUG group in place. • Minutes of meetings/actions. • BUG champion in place. • Verbal discussion with group members. • List of BUG members.

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Theme 5
External risks to health

Theme 5

External risks to health

Silver Level

Financial health

Ref no: EFH1

What you need to do	Provide and display information about personal finance, budgeting, and debt management including details of local support and advice services.
Why this is important for you	Evidence suggests lost productivity and reduced performance costs money, and therefore creating a culture where it's ok to seek support and signposting access to good information and advice about finance management can be enough to make a significant difference, helping create a happy and productive workforce.
How you can achieve this	Make sure that employees are aware of what they can do to look after their financial health by providing information in the forms of leaflets/booklets, posters or intranet pages. Ensure that any information you share with staff is from a reputable source, such as one of the organisations included in the Thrive at Work toolkit.
How you can show you have achieved this	• Examples of guidance given to staff about financial health. • Examples of accessible information made available such as leaflets signposting via intranet pages etc. • Verbal discussions with staff.

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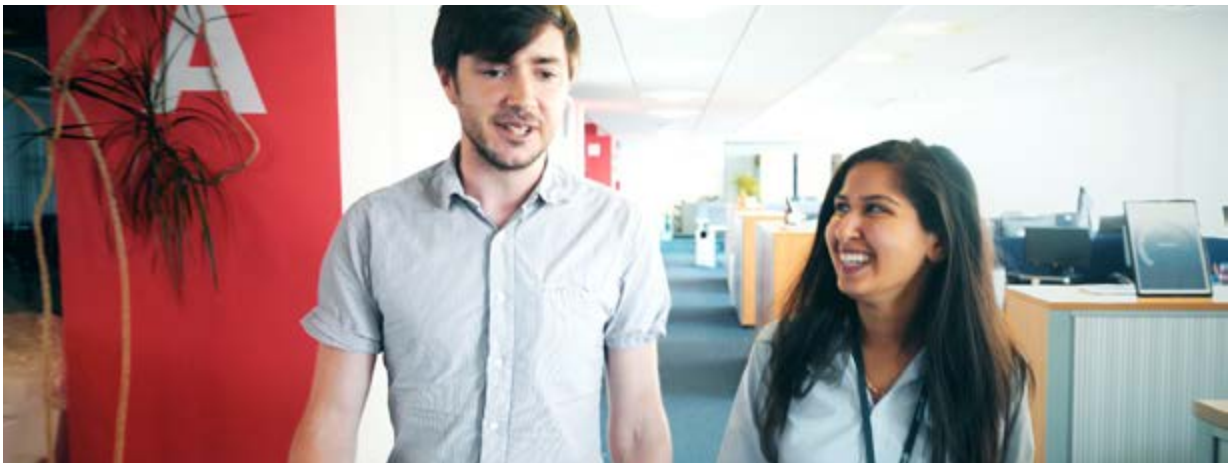

Ref no: EFH2

What you need to do	Consider how staff social activities are organised to ensure that they are free or low cost, to avoid excluding staff with less disposable income.
Why this is important for you	Organising low cost or subsidised social activities is another way an employer can demonstrate their support and consideration to all employees, so activities are inclusive to all the workforce.
How you can achieve this	Individuals under financial pressure may experience social exclusion or isolation in the workplace as they are less able to participate in social activities outside work. You can reduce this isolation by ensuring that social activities, such as holiday parties, are free, low cost or centrally subsidised for all staff. It is important not to assume that higher paid staff will have fewer financial issues. You may also wish to discourage public collections for staff presents or charity campaigns in favour of private donations, so that staff only donate what/if they are able to.
How you can show you have achieved this	• Verbal discussions with staff. • Examples of guidance given to staff.

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Ref no: EFH3

What you need to do	Examine expense policies and financial procedures to reduce the costs of work.
Why this is important for you	Examining expense policies and financial procedures to make sure they are appropriate, fair and communicated well to all employees is important because if employees view the policy as being fundamentally fair, it prevents expenses leading to low morale, discontentment and exaggerated claims.
How you can achieve this	Financial policies and procedures that require staff to pay 'upfront' for work expenses (such as travel costs, training fees or subsistence) may discourage some staff from taking part in training or development activities. Employers can assist staff by establishing corporate accounts with suppliers, providing corporate cards for upfront expenses or ensuring that staff are reimbursed for expenses as soon as possible. Ensure that you are actively encouraging staff to claim expenses, and that all staff are aware of procedures including deadline dates for submitting expenses. Ensure that there are set dates or timescales for reimbursements to aid financial planning.
How you can show you have achieved this	• Copy of expenses polices/procedures. • Verbal discussions with staff. • Purchase cards in place.

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Domestic abuse

Ref no: EDA1

What you need to do	Ensure that managers are aware of the impact of domestic violence on mental health and wellbeing, including its impact on the workplace.
Why this is important for you	Managers being aware of the devastating impacts that domestic abuse can have on employees is vital for employers to be able to effectively support employees. Managers being aware is important as workers who experience domestic abuse are often subject to disciplinary action and/or lose their jobs because their behaviour (being late for example) is misinterpreted. In cases of domestic violence, having a steady income is key to a survivor's economic independence and opportunities to escape domestic abuse. It is important for managers to recognise this and be able to effectively support employees who are experiencing domestic abuse (CIPD, 2013).
How you can achieve this	Employers have a duty of care to the people they employ, in addition to responsibility for the health and safety of their employees while they are at work. This means employers have a legal responsibility to protect staff who experience domestic abuse at work. Managers should have an understanding of domestic violence and how this may impact on staff mental health and wellbeing, including work performance. They should also be aware of what support is available to staff experiencing domestic abuse including relevant policies and procedures.
How you can show you have achieved this	• Examples of guidance given to managers. • Verbal discussions with staff/managers. • Completed managers' questionnaire as part of staff survey.

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Ref no: EDA2

What you need to do	Provide and display information about domestic abuse, including information about local support services and national helplines.
Why this is important for you	Providing information in the workplace for local and national domestic abuse support services will give staff experiencing domestic abuse the opportunity to access vital advice on financial, health and housing issues as well as legal assistance. Displaying this type of support is an effective way to support and help employees with assistance and knowledge needed to get out of an abusive relationship (CIPD, 2013).
How you can achieve this	Provide information on local support services and national helplines for people affected by domestic violence, in the form of leaflets in staff recreation areas, posters on a staff noticeboard or on staff intranet pages. Ensure that any information provided is from a reputable source such as those included in the Thrive at Work toolkit.
How you can show you have achieved this	• Examples of guidance given to staff about domestic abuse. • Examples of accessible information made available such as leaflets signposting via intranet pages etc. • Verbal discussions with staff.

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Caring responsibilities

Ref no: EC1

What you need to do	Provide and display information about caring responsibilities, including information about who counts as a carer, local support services and national helplines.
Why this is important for you	Caring responsibilities can lead to stress in the workplace and is therefore important to offer information and signposts to services that can provide support and guidance for employees who have caring responsibilities.
How you can achieve this	Provide information on local support services and online resources for carers in the form of leaflets in staff recreation areas, posters on a staff noticeboard or on staff intranet pages. Ensure that any information provided is from a reputable source such as those included in the Thrive at Work toolkit. A carer is anyone who cares, unpaid, for a family member or friend who cannot manage without their support. They might be looking after someone with a physical disability, long term health condition, mental health issue or a problem with substance misuse.
How you can show you have achieved this	• Examples of guidance given to staff about caring responsibilities • Examples of accessible information made available such as leaflets signposting via intranet pages etc. • Verbal discussions with staff.

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Ref no: EC2

What you need to do	Ensure managers encourage open conversations and take appropriate action to deal with staff with caring responsibilities.
Why this is important for you	Managers having open conversations and taking appropriate action to deal with staff who have caring responsibilities is beneficial to both staff and the company. In a survey from 223 small, medium and large employers, the majority agreed that supporting carers was beneficial to the workplace, in terms of reducing absences, increasing staff retention, improving productivity and saving money.
How you can achieve this	Managers should feel comfortable discussing caring responsibilities as part of staff 1-1s and should understand the impact that caring can have on mental health and work performance. Social isolation is a common side effect of being a carer and encouraging carers to disclose to their managers and seek support at work can help alleviate this isolation and safeguard emotional wellbeing.
How you can show you have achieved this	• Verbal discussion with staff/managers. • Evidence of documented discussions showing wellbeing conversations, including around caring responsibilities, have taken place. • Completed PDR (Personal Development Review) which shows wellbeing conversations are incorporated.

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Checklist

Checklist

As you work through the Thrive at Work commitment it is helpful to tick off all the criteria you have achieved so you can monitor progress and prepare for accreditation.

Bronze Level

Enablers of Health

Board level engagement

Ref No	What you need to do	Achieved	Not achieved
BL1	We have completed a health and wellbeing survey and developed an action plan to address the issues identified in the survey.	☐	☐
BL2	We have developed a health and wellbeing commitment statement.	☐	☐
BL3	We have appointed a health and wellbeing champion or steer group.	☐	☐
BL4	We have efficient ways to consult, communicate and cascade issues to our employees.	☐	☐

Line Manager Support

Ref No	What you need to do	Achieved	Not achieved
LM1	Our line managers have effective people management skills and have regular conversation with employees to discuss their wellbeing.	☐	☐
LM2	Our line managers encourage open conversations about health conditions and take appropriate action to support employees when they are struggling.	☐	☐
LM3	Our line managers are equipped to manage flexible and innovative ways of working to ensure a healthy work-life balance for our staff.	☐	☐
LM4	Our line managers are able to manage staff sickness and returns to work effectively.	☐	☐

Health and Wellbeing Lead

Ref No	What you need to do	Achieved	Not achieved
HW1	We have conducted baseline metrics (for example, identifying the cost incurred through absence and staff turnover) before we commencing health and wellbeing initiatives so we are able to have a reference point to identify the money saved through improved health and wellbeing.	☐	☐
HW2	Our health and wellbeing champion or steering group is empowered by senior managers in encouraging health and wellbeing in the workplace (for example, helping to develop relevant procedures or put forward new ideas or initiatives).	☐	☐
HW3	We are implementing activities for four health and wellbeing campaigns annually (For example World Arthritis Day and World Mental Health Day).	☐	☐
HW4	We ensure all our staff are equally able to take part in health and wellbeing activities.	☐	☐

Policies and Procedures

Ref No	What you need to do	Achieved	Not achieved
PP1	All our staff know where to access policies and procedures and support.	☐	☐
PP2	We have effective policies in place that promote a positive working environment (For example, a bullying and harassment policy and flexible working policy).	☐	☐
PP3	We have statutory equality guidance and legislation in place which is followed by all.	☐	☐

Attendance Management

Ref No	What you need to do	Achieved	Not achieved
AM1	We have a clear attendance policy, which states that contact is to be maintained with absent employees.	☐	☐
AM2	We record when and why staff take time off work.	☐	☐
AM3	We have a documented return to work procedure and conduct return to work interviews.	☐	☐
AM4	Our organisation is able to make reasonable adjustments to work patterns and structures to encourage people with difficulties to return to or stay in work.	☐	☐

Health and Safety

Ref No	What you need to do	Achieved	Not achieved
HS1	We have a statutory Health and Safety Policy in place which is regularly reviewed and followed.	☐	☐
HS2	Appropriate health and safety information and training is provided for all our staff and is kept up to date.	☐	☐
HS3	We have appointed a health and safety champion.	☐	☐
HS4	We have a risk assessment programme in place where our employees are aware of the workplace risks that affect them and the controls that are in place.	☐	☐

Social Value

Ref No	What you need to do	Achieved	Not achieved
SV1	We support local people to maximise their knowledge and skills and access to employment opportunities.	☐	☐
SV2	We have reduced our waste and increased our recycling.	☐	☐
SV3	We support local charities and community organisations.	☐	☐

Mental Health

Identification

Ref No	What you need to do	Achieved	Not achieved
MHI1	Our senior level management have made a clear commitment that mental health matters, which is visible and understood by the workforce.	☐	☐
MHI2	We encourage conversations about mental health throughout the organisation to help reduce stigma about mental health.	☐	☐
MHI3	We have produced and implemented a mental health at work plan, which outlines our approach to improving and protecting our employees' mental health (such as providing awareness activities or training for example).	☐	☐

Prevention

Ref No	What you need to do	Achieved	Not achieved
MHP1	We have displayed and provide information about how staff can look after their mental health including signposting local services and national helplines.	☐	☐
MHP2	We have systems in place to assess risks to employee's health and conduct individual stress risk assessments.	☐	☐

Self-Management

Ref No	What you need to do	Achieved	Not achieved
MHSM1	We have made sure staff are aware of their rights around mental health and employment.	☐	☐

Musculoskeletal Health

Prevention

Ref No	What you need to do	Achieved	Not achieved
MSKP1	We have provided accessible information about how staff can look after their MSK health, and what to do if they have a problem.	☐	☐
MSKP2	We encourage employees to move about during the day and follow good practice when doing physical tasks.	☐	☐

Lifestyles

Smoking

Ref No	What you need to do	Achieved	Not achieved
LS1	We have implemented a workplace smoke-free policy which includes electronic cigarettes which is adhered to by all staff.	☐	☐
LS2	We have raised the awareness about the risks of smoking by providing information about the risks of smoking.	☐	☐
LS3	We have displayed and provide information regarding ways to quit smoking, including local smoking cessation services.	☐	☐

Alcohol and substance use

Ref No	What you need to do	Achieved	Not achieved
LA1	We have displayed and provide information regarding the risks alcohol and substance use and have promoted sensible drinking messages.	☐	☐
LA2	We have provided information about how staff can access help and support for alcohol and substance misuse, including local support services and national helplines.	☐	☐
LA3	We have put an alcohol and substance misuse policy in place which staff are aware of.	☐	☐

Healthy eating, drinking & weight

Ref No	What you need to do	Achieved	Not achieved
LE1	We have develop healthy eating, drinking and weight awareness among employees by providing accessible information.	☐	☐
LE2	We have created a workplace environment which encourages staff to incorporate healthy eating into their daily routine.	☐	☐
LE3	We have displayed information regarding local evidence-based help and support for weight management for our employees and their families.	☐	☐

Physical activity

Ref No	What you need to do	Achieved	Not achieved
LP1	We have displayed and provide information about the benefits of physical activity.	☐	☐
LP2	We have displayed and provide information about local physical activity groups and activities.	☐	☐
LP3	We use signage or other innovative means to encourage physical activity and reduce sedentary behaviour in our workplace.	☐	☐

Active travel

Ref No	What you need to do	Achieved	Not achieved
LAT1	We have provided journey planning information to promote alternative methods of getting to work (such as local cycle maps and cycling advice).	☐	☐
LAT2	We promote active travel and public transport to get to and from external meetings and events.	☐	☐

Silver Level

Enablers of Health

Board level engagement

Ref No	What you need to do	Achieved	Not achieved
BL5	All of our senior staff are positively committed to health and wellbeing.	☐	☐
BL6	We have developed a health and wellbeing commitment statement.	☐	☐
BL7	We manage organisational change (such as, mergers and new job roles) appropriately and can evidence this.	☐	☐

Line manager support

Ref No	What you need to do	Achieved	Not achieved
LM5	Our line managers are equipped to carry out effective staff personal development reviews (PDR's).	☐	☐
LM6	Our line managers are trained to develop people, handle conflicts and difficult conversations.	☐	☐

Health and wellbeing

Ref No	What you need to do	Achieved	Not achieved
HW5	We have established a network of employee Workplace Health Champions to support the health and wellbeing lead.	☐	☐

Attendance management

Ref No	What you need to do	Achieved	Not achieved
AM5	Our absence data is analysed to establish trends in absence and interventions are put into place where indicated	☐	☐
AM6	We identify reasons staff give when they decide to leave our organisation.	☐	☐
AM7	Our line managers are trained in absence management.	☐	☐
AM8	There is a structured return to work approach for employees who are off sick with long term and chronic conditions.	☐	☐

Health and safety

Ref No	What you need to do	Achieved	Not achieved
HS5	We have established a health and safety committee and hold regular meetings.	☐	☐
HS6	We have systems in place to raise and resolve health and safety issues.	☐	☐

Social Value

Ref No	What you need to do	Achieved	Not achieved
SV4	We have an ethical procurement policy.	☐	☐

Mental Health

Prevention

Ref No	What you need to do	Achieved	Not achieved
MHP3	Our managers have had mental health awareness training and understand their legal responsibilities towards mental health in the workplace.	☐	☐
MHP4	We have carried out an organisation stress management risk assessment and acted on the results.	☐	☐
MHP5	We have a clear mental health and management of stress policy which follows HSE guidance on management standards for workplace stress.	☐	☐

Self-management

Ref No	What you need to do	Achieved	Not achieved
MHSM2	Our organisation is prepared to make reasonable adjustments to work patterns and structures for employees affected by poor mental health.	☐	☐
MHSM3	Our employees have access to self-management online tools to help them manage their own mental health and wellbeing.	☐	☐
MHSM4	Our managers are able to support and signpost employees to counselling to enable them to remain in or return to work.	☐	☐

Musculoskeletal health

Self-management

Ref No	What you need to do	Achieved	Not achieved
MSKSM1	We encourage employees who are affected by MSK issues to access self-management training.	☐	☐

Treatment

Ref No	What you need to do	Achieved	Not achieved
MSKT1	We support and signpost staff to accessible physiotherapy services recommended by a health care professional to enable employees to remain in or return to work.	☐	☐

Lifestyles

Smoking

Ref No	What you need to do	Achieved	Not achieved
LS4	We actively support employees to give up smoking.	☐	☐

Alcohol and substance use

Ref No	What you need to do	Achieved	Not achieved
LA4	Our employees know where to access policies, information and support in regards to alcohol and substance use at the point of induction.	☐	☐

Healthy eating, drinking and weight

Ref No	What you need to do	Achieved	Not achieved
LE4	We support and staff to make healthy eating choices (such as positioning healthy options more accessible and providing nutritional content of food at the point of sale).	☐	☐
LE5	We have developed an annual programme of healthy eating campaigns for staff to participate in (such as Salt Awareness Week and Fruity Fridays).	☐	☐

Physical activity

Ref No	What you need to do	Achieved	Not achieved
LP4	We encourage and support staff to participate in physical activity in the workplace.	☐	☐

Active travel

Ref No	What you need to do	Achieved	Not achieved
LAT3	We have produced a current travel plan for staff.	☐	☐
LAT4	We have established a cycling mileage rate which is on par with petrol mileage rates.	☐	☐

External risks to health

Financial health

Ref No	What you need to do	Achieved	Not achieved
EFH1	We have displayed and provided information about personal finance, budgeting and debt management including details of local support and advice services.	☐	☐
EFH2	We make sure social activities are free or minimum cost to avoid excluding staff with less disposable income.	☐	☐
EFH3	Our expense policies and financial procedures have been examined to reduce the costs of work (For example, avoiding paying 'upfront' for work expenses).	☐	☐

Domestic abuse

Ref No	What you need to do	Achieved	Not achieved
EDA1	Our managers are aware of the impact of domestic violence on mental health and wellbeing, including its impact on the workplace.	☐	☐
EDA2	We have displayed and provide information about domestic abuse, including signposting local and national support services.	☐	☐

Caring responsibilities

Ref No	What you need to do	Achieved	Not achieved
EC1	We provide and display information about caring responsibilities, and signpost national support services and helplines.	☐	☐
EC2	Our managers have open conversations and take appropriate action to deal with staff who have caring responsibilities.	☐	☐

Gold Level

Mental health

Identification

Ref No	What you need to do	Achieved	Not achieved
MHI4	We have a workplace culture that openly discusses mental health in meetings and 1-1's.	☐	☐
MHI5	Mental health awareness training is available for all employees and has been delivered to the majority of employees.	☐	☐

Prevention

Ref No	What you need to do	Achieved	Not achieved
MHP6	We consider mental wellbeing a strategic priority and have developed and implemented an annual action plan for mental health.	☐	☐
MHP7	We conduct staff consultations with our employees to seek information about their mental wellbeing and working conditions.	☐	☐

Self-management

Ref No	What you need to do	Achieved	Not achieved
MHSM5	Our employees are actively engaged in their own mental health needs.	☐	☐
MHSM6	We encourage our employees to develop wellness action plans to manage their mental health and wellbeing.	☐	☐
MHT1	We provide access to confidential support for employees suffering with poor mental health.	☐	☐

Musculoskeletal health

Identification

Ref No	What you need to do	Achieved	Not achieved
MSKI1	We conducted a staff survey to identify potential MSK health issues and have developed an action plan to safeguard MSK health in our workplace.	☐	☐

Self-management

Ref No	What you need to do	Achieved	Not achieved
MSKSM2	Our senior staff help develop individual care plans for employees suffering with MSK issues in relation to pain management so they can remain in optimum health while in work.	☐	☐

Treatment

Ref No	What you need to do	Achieved	Not achieved
MSKT2	We provide physiotherapy for staff affected by MSK health conditions.	☐	☐

Lifestyles

Smoking

Ref No	What you need to do	Achieved	Not achieved
LS5	All of our open areas are smoke free and we take steps to prevent smoking.	☐	☐
LS6	Our smoke-free policy prohibits the use of e-cigarettes in the building and surrounding workplace grounds.	☐	☐

Alcohol and substance use

Ref No	What you need to do	Achieved	Not achieved
LA5	Our managers have been trained to identify, support and signpost staff who may be suffering with alcohol and/or substance addiction.	☐	☐
LA6	Our employees have access to alcohol awareness training and has been taken up by the majority of our workforce.	☐	☐

Health eating, drinking and weight

Ref No	What you need to do	Achieved	Not achieved
LE6	Our health champions proactively raise awareness of the benefits of healthy eating.	☐	☐
LE7	Our organisation has a healthy eating policy.	☐	☐
LE8	We offer internal or external support for those who wish to lose weight.	☐	☐

Physical activity

Ref No	What you need to do	Achieved	Not achieved
LP5	We encourage and support staff to do a minimum of 150 minutes of physical activity each week, broken down into at least 10 minute sessions.	☐	☐
LP6	We have conducted a sport and physical activity survey.	☐	☐
LP7	We are providing at least two physical activity events annually for staff and their families and/or local community.	☐	☐

Active Travel

Ref No	What you need to do	Achieved	Not achieved
LAT5	We are providing at least two active travel promotional events annually for staff.	☐	☐
LAT6	Our flexible working policy has been expanded to facilitate commuting via active travel.	☐	☐
LAT7	We have invested in facilities or schemes to promote active travel in our workplace.	☐	☐
LAT8	We have established and resourced a Bicycle User Group (BUG).	☐	☐

Glossary

Glossary

Attendance Management

Attendance management involves having and communicating effective attendance policies and procedures and providing guidance to line managers and staff about how an employee's absence can be managed appropriately and fairly.

Board Level Engagement

Board level engagement refers to the commitment and support from key decision makers within the organisation to develop and implement positive health and wellbeing initiatives in the workplace.

Enablers of Health

Enablers of health and wellbeing in the workplace lead and support implementation of effective solutions. It can include strong senior leadership support, dedicated resources, involvement of stakeholders and intensive communication. Enables of health and wellbeing are the key factors that allow an organisation to develop a safe and supportive culture where the employees and the organisation can thrive. Enables can include strong leadership support, effective policies and procedures, effective line management and good communication.

External Risks to Health

External risks to health refer to factors outside of the working environment that could impact an employee's health and wellbeing. Examples of external risks include financial health, domestic abuse and caring responsibilities. Creating a culture where the employer provides support to the employee in these areas can help create a safe and happy workforce.

Health and Safety

Health and safety in the workplace refers to the employer's duty to protect the health, safety and welfare of their employees and other people who might be affected by their business. Employers must do whatever is reasonably practicable to achieve this. This means making sure that workers and others are protected from anything that may cause harm, effectively controlling any risks to injury or health that could arise in the workplace.

Health and Wellbeing Champion

Workplace health and wellbeing champions are employees who promote health and wellbeing within their organisation through working closely with management, HR, and staff to develop and implement health and wellbeing initiatives.

Lifestyles

Lifestyles refer to different types of actions and behaviours which can positively or negatively impact an individual's health and wellbeing, which can in turn impact their working life. Lifestyles that can affect health and wellbeing in the workplace include smoking, alcohol and substance use, healthy eating, drinking and weight, physical activity and active travel. Employers can support their staff to make positive changes in these areas.

Line Management Support

A line manager is an individual who directly manages other employees and operations of a business. An effective line manager is actively involved in developing their team members through providing information, support, encouragement and delivering positive and constructive feedback.

Mental Health

Mental health includes an individual's emotional, psychological and social wellbeing, affecting how individuals think, feel, and act. Supporting mental health allows staff to realise their full potential, cope with work-place pressure, work productively, and have positive relationships.

Musculoskeletal Health

Musculoskeletal disorders can affect muscles, joints and tendons in all parts of the body. Work activities which are frequent and repetitive, or activities with awkward postures can cause or exacerbate these disorders which may be painful during work and limit work capability. Making the workplace more amenable and supportive of the employees' health to maintain and enhance musculoskeletal health can prevent work loss and improve wellbeing and productivity.

Policies and Procedures

Policies and procedures provide a roadmap for day-to-day operations. They ensure compliance with laws and regulations, give guidance for decision-making, and streamline internal processes. Effective policies and procedures ensure staff welfare is optimised.

Social Value

Social value involves using your position in the community to drive improvements to the social, economic and environmental wellbeing of the area. Some examples include creating jobs, offering volunteering opportunities and contributing to community-based initiatives such as environmental cleanliness.

With thanks to:

We would like to thank the many national, regional and local organisations, both public and private sector, that have helped us to build, design, and launch the Thrive at Work Wellbeing Programme. Particular thanks goes to our colleagues at Coventry City Council, who have been with us on the whole journey. Their contribution has been invaluable.

West Midlands
Combined Authority