Introduction

Welcome to the Healthy Working Lives Gold Award portfolio.

Congratulations on reaching this point in the Award Programme journey. Already you are working towards a planned and integrated approach to improving health, safety and wellbeing at work and have achieved the Bronze and Silver Awards.

The Healthy Working Lives (HWL) Awards achievement at three levels: Bronze, Silver and Gold.

By participating in the Award Programme, you will continue to enjoy all the benefits of developing a coordinated, custom-designed programme meeting the needs of your organisation, and receive support from our network of expert Healthy Working Lives Advisers.

It is important that:

✿ you are aware of the overall framework of the Gold Award

✿ you are aware of the resources available to support you in undertaking each criterion – remember our advice is free and confidential

✿ you have a clear understanding of what you must do to successfully fulfil each criterion. Your Adviser will explain what is required when you are ready for assessment.

Once you have achieved the Gold Award, we ask you to maintain the standards you achieved for Bronze and Silver. We hope you will maintain the Gold Award by meeting an additional criterion chosen as part of each annual review.

In this portfolio you’ll find all sorts of helpful information about how to go for the Gold Award – you’ll learn about the resources available, how to show you have met the criteria and much more.

But before you begin, let us start by telling you about the role of the Scottish Centre for Healthy Working Lives (SCHWL) in creating and managing the Award Programme, and how we will use the information you submit.

Please read the following pages carefully.
Bronze, Silver and Gold at a glance

Bronze
The principal outcome from Bronze is knowing that everyone in your organisation has become more aware of how their health, safety and wellbeing affects their work, and from the employer’s perspective the importance of ensuring that the work employees undertake will not adversely affect their health and indeed can improve their mental, physical and social health. By achieving Bronze everyone in your organisation recognises the role of health and safety, and health improvement, and how an organisation can support its employees. Through the employee engagement and consultation it has identified the issues relevant to your employees and that you are starting to address them.

Silver
The overall outcome of Silver is to demonstrate that your organisation has put in place the policies, procedures and practices which allow everyone to become engaged in protecting and improving their health, safety and wellbeing.
At Silver you can begin to see:
- employee absence and turnover fall – they feel better supported in getting back to work
- health and safety standards getting better – the number of accidents and near misses coming down
- managers beginning to identify issues and prevent sickness absences occurring – they are confident in tackling stress and anxiety at work
- the tackling of issues and concerns that have been brought to light through the employee engagement and consultation.

Gold
Demonstrates long-term commitment to improving health, safety and wellbeing both within the workplace and in the wider community. It builds on the good practice developed at Bronze and Silver. In achieving Gold your organisation can provide evidence that a health, safety and wellbeing culture exists and that positive employee behaviour changes are evident.
Supporters

The Healthy Working Lives Awards are supported and endorsed by:

Together we are improving health, safety and wellbeing at work.
About the role of the Scottish Centre for Healthy Working Lives

Please read the following carefully.

Submitting your registration and participating in the Gold Award will constitute acceptance of this disclaimer without modification or amendment.

As part of NHS Health Scotland, Scotland’s national agency for health improvement, SCHWL has a key role to play in helping those individuals whose health is not improving as much or as rapidly as it is for the population as a whole.

More specifically, SCHWL’s work focuses on the workplace and as such we support employers by raising awareness and understanding of the benefits of a healthy workforce and provide advice and support through a range of services. In tackling the widening gap between those individuals with the best and worst health, it is critical that employers ensure all employees have equal access to policies and practices in the workplace allowing everyone to experience and benefit from good work. This may mean focusing more resources on those employees who are harder to reach and may experience difficulty accessing services. This could be because of, for example, the type of job they do or the hours they work, or because they are disadvantaged due to low pay, a disability, their ethnicity, gender or sexual orientation.

In summary, SCHWL provides advice and services for employers in implementing health, safety and wellbeing policies and practices. We also help employers understand how best to engage with their workforce and have the greatest impact on protecting and improving their health, safety and wellbeing.

SCHWL is not a certifying body or part of, or affiliated with, a certifying body. Possession of a Healthy Working Lives Award means that the participant meets, at the time of the award being given, certain criteria set by SCHWL for the purposes of the Healthy Working Lives Award Programme.

It does not constitute certification that the participant complies with the law (including the relevant employment, health and safety legislation). Participation in the programme does not remove, replace, or qualify to any extent the participant’s obligation to comply with the law (including employment, health and safety legislation).

All advice provided by SCHWL is based on the information that the participant has provided about the circumstances of his or her organisation.
Even though SCHWL shall make every effort to ensure the adequacy, completeness and suitability of its recommendations and reviews for the purposes of the Healthy Working Lives Award Programme, the participant understands and accepts that such recommendations and reviews do not constitute legal advice, and that SCHWL and its officers, employees and Advisers shall not be responsible for the adequacy or adequate implementation of such recommendations and reviews.

Therefore no recommendation or review provided shall in any circumstances constitute a warranty, representation or undertaking by SCHWL as to the adequacy or adequate implementation of such recommendation and review, for the purposes of compliance with the law, including employment, health and safety legislation.

SCHWL and its officers, employees and Advisers shall not in any event be held liable for any loss or damage that may be suffered, whether directly or indirectly, by the participant and/or any third party as a result of the participant acting upon such recommendation or review.
Awards participation

To achieve an award you need to provide evidence, and show how you’ve progressed and met the criterion impacts for each level. You will be required to build a portfolio to be assessed. The collection, use and disclosure of information provided to the Scottish Centre for Healthy Working Lives (SCHWL) is outlined below.

By completing the registration form you have consented to SCHWL holding and using the information you submit. We will use this information to process your registration and administer any services we offer to you as part of Healthy Working Lives.

The information you provide will be processed by SCHWL and will be passed on to Advisers for the purposes of the Award Programme. We will keep that information confidential and we will not disclose it to any third parties, unless we are required to do so by law.

SCHWL may, from time-to-time, further process any data you submit in order to remove personally identifiable information. In such circumstances, we may make further use of such ‘anonymised’ data for statistical, training or national purposes.

You have the right at any time to change your registration details or cancel your registration by contacting SCHWL. You also have the right at any time to request a copy of the information we hold on you and your organisation (provided it has not in the meantime been destroyed or deleted from our records), for which we may charge a reasonable fee. Our more detailed Privacy Policy is available from NHS Health Scotland [www.healthyworkinglives.com/privacy](http://www.healthyworkinglives.com/privacy).

Please note in certain circumstances it may be appropriate for SCHWL to suspend the participation of an organisation in the Healthy Working Lives Award Programme, for example, pending the outcome of an enquiry into an accident in the organisation.

Likewise, it may under certain circumstances be appropriate to withdraw an award (for example, where it has been established that the standard of safety in the organisation in question has fallen well below an acceptable standard) or postpone the presentation of an award (for example, pending full implementation of partially implemented recommendations issued by SCHWL).

Accordingly, SCHWL may, at its absolute discretion, suspend the participation of an organisation in the Award Programme, withdraw an award, or postpone the presentation of an award.
Healthy Working Lives Award Programme
Getting started

Before progressing to a Gold Award, you must have fulfilled and be maintaining the criteria for the Bronze and Silver Award. This will be addressed at each annual review.

Gold Award criteria

The Gold programme has three core criteria. You must also choose 1 from a bank of optional criteria when you begin to work towards Gold and for each year that you maintain the award. The Gold is primarily a forward planning award, initially covering the next three years and then on a rolling basis. However, it is important to evidence plans for criteria 1–4 that are in place in order to gain the award (see Gold grid on page 11).

To achieve Gold your organisation must meet all of the following criteria:

1. Prepare a Healthy Working Lives strategy and rolling action plan.

2. Benchmarking.

3. Health inequalities.

4. One of the following:
   4a Stress risk assessment/audit.
   4b Promote community health, safety and wellbeing.
   4c Lifestyle checks
   4d Health and the environment.
   4e Equality and diversity.
   4f Mentoring.
   4g Organisation-led criterion.
Guidance notes

You must clearly demonstrate that you have achieved the criteria. Record sheets must be completed to show how you have met each criterion.

In some cases the same evidence may be used to fulfil more than one criterion. Your Adviser will guide you. However, all outputs must be addressed in order to evidence the impacts.

We have provided a glossary of useful words and terms, and their definitions. You will find this at the back of the publication.

An Adviser will check your progress and you will have Adviser-led annual reviews.

All award levels will be assessed.

Once Gold is achieved, it is essential that Bronze and Silver standards are also maintained (see below). Once you have achieved Gold, we ask you to maintain this standard by meeting an additional criterion as part of your annual review.

The Gold is primarily a forward planning award initially covering the next three years. However, it is important to evidence plans that are in place to gain the award.
Gold grid - Frequency at Gold level

Completed during HWL strategy

<table>
<thead>
<tr>
<th>✓ required</th>
<th>Begun prior to award submission</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
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</table>
| **Bronze maintenance**  
(validity within the last 12 months) | Note: during the course of the three-year strategy and action plan, a minimum of two new topics not previously covered should be introduced. | | | |
| 3 x Health, safety and wellbeing information campaigns. | ✓ | ✓ | ✓ | ✓ |
| 1 x Activity based on the topic of mental health. | ✓ | ✓ | ✓ | ✓ |
| 2 x Health, safety and wellbeing activities. | ✓ | ✓ | ✓ | ✓ |
| 1 x Information campaign to raise awareness of the smoking policy. | ✓ | ✓ | ✓ | ✓ |
| **Silver maintenance**  
(validity within the last 12 months) | | | | |
| 1 x Information campaign to raise awareness of the alcohol and drugs policy. | ✓ | ✓ | ✓ | ✓ |
| 1 x Information campaign on healthy eating. | ✓ | ✓ | ✓ | ✓ |
| 1 x Information campaign on physical activity. | ✓ | ✓ | ✓ | ✓ |
| Non-catering: 4 x Opportunities in healthy eating or catering: 2 x Opportunities in healthy eating. | ✓ | ✓ | ✓ | ✓ |
| 2 x Opportunities in physical activity. | ✓ | ✓ | ✓ | ✓ |

Healthy Working Lives Award Programme
<table>
<thead>
<tr>
<th>✓ required</th>
<th>Begun prior to award submission</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
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<tbody>
<tr>
<td><strong>Gold</strong></td>
<td></td>
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<tr>
<td>HWL Three-year strategy and action plan (incorporating initial HWL action plan and training).</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>HWL Organisation Profile.</td>
<td>✓</td>
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<tr>
<td>Employee consultation (e.g. Employee Wellbeing Survey).</td>
<td>✓</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Benchmarking.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Health inequalities.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Choose an optional criteria.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Review HWL three-year strategy and action plan.</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td><strong>Additional to above</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Policy reviews: smoking, alcohol and drugs at annual reviews.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>HWL Checklist.</td>
<td>✓</td>
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</tbody>
</table>

The HWL Checklist (the ‘Checklist’) will be reviewed and updated. This must be signed off prior to your assessment and updated yearly through annual reviews (OHS maintenance summary).

Employees must be consulted and the HWL Organisation Profile (the ‘Profile’) completed at least every three years and/or at Gold Award level, whichever is soonest.
Core criterion 1

We demonstrate a clear commitment to promoting and developing Healthy Working Lives as an integral part of our organisation.

This is demonstrated by:

- A written health, safety and wellbeing strategy (to cover a minimum three-year period) that addresses all aspects of Healthy Working Lives.
- A statement of commitment to delivering a health, safety and wellbeing strategy and action plan, signed by the head of the organisation or a member of senior management.
- It is supported by a one-year rolling action plan which articulates the roles and responsibilities of those leading on the implementation of the strategy.

The format of the strategy should be appropriate to the organisation. It must, however, cover at least three years.

If an organisation can demonstrate that there is a commitment to Healthy Working Lives integral to other existing plans or strategies, then this may be considered sufficient to meet this criterion. Examples of existing documents include an occupational health strategy or health, safety and wellbeing strategy.

If in doubt, seek clarification from your Adviser.

The three-year health, safety and wellbeing strategy and annual action plan should incorporate:

- Maintain Bronze, Silver and Gold criteria on an annual basis (see Gold grid on p11).
- Your long-term commitment to:
  - physical activity awareness and accessibility
  - healthy eating awareness and accessibility
  - mental health and wellbeing
  - protecting the environment.
- Benchmarking of your Healthy Working Lives performance against other organisations or departments and sharing good practice.
- Evidence that health inequalities within the organisation are being addressed.
- One optional criteria chosen for Gold submission plus plans for a further three, to be selected at year 1, 2 and 3 annual reviews.
- Employee consultation (e.g. Employee Wellbeing Survey).
- HWL Organisation Profile.
- Review of the smoking, alcohol and drugs policies.
The action plan should also identify the persons responsible and the timescales.

You can either develop a single action plan, or integrate existing action plans, e.g. occupational health and safety, training, environmental.

**Outputs**

Develop a three-year health, safety and wellbeing strategy.

Develop a rolling one-year health, safety and wellbeing action plan in line with the above strategy and incorporating all other action plans.

Monitor, review and evaluate the strategy and action plan.

**Impact**

A health, safety and wellbeing culture is embedded providing a supportive working environment.

**Portfolio evidence**

The following evidence must be included in the portfolio prior to assessment:

- A copy of the current strategy document(s) that includes a statement of commitment to delivering the strategy, signed by the head of the organisation or senior management.
- A copy of the current action plan(s).

**Assessment interview/site visit**

The assessor may ask:

- about employees involvement in the development and implementation of the strategy and action plan or related action plans
- about the process of reporting to management on the action plan.

**Useful HWL resources**

- Gold Award record sheet criterion 1 (see p15). To be completed prior to assessment. The attached form can be completed electronically. Please ask your Adviser for a copy.
Health, safety and wellbeing strategy and rolling action plan:
record sheet

Indicate how your organisation has demonstrated its commitment to Healthy Working Lives (tick the relevant answer).

<table>
<thead>
<tr>
<th>Through the development of a dedicated Healthy Working Lives strategy.</th>
</tr>
</thead>
<tbody>
<tr>
<td>By use of existing strategies (please discuss with your Adviser prior to submission to ensure your existing strategies meet the requirements for Gold).</td>
</tr>
</tbody>
</table>

How was/were your Healthy Working Lives strategy/strategies developed? Outline briefly.

Who is responsible for your strategy/strategies? What is the monitoring and review process?

A rolling action plan must be developed for each year of the strategy. Please ensure that all aspects of the Award Programme are incorporated. Indicate whether your organisation (tick the relevant answer):

<table>
<thead>
<tr>
<th>developed a single action plan for Healthy Working Lives</th>
</tr>
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<tbody>
<tr>
<td>used a number of existing plans which meet all the required aspects as outlined in the award criteria.</td>
</tr>
</tbody>
</table>
Gold Award: Core criterion 1

How was your action plan(s) developed?

Who is responsible for your action plan(s) and how are they reported on?

How have you raised awareness of this strategy and action plan among employees?

How do you know that a health, safety and wellbeing culture is embedded in your organisation providing a supportive working environment?

Healthy Working Lives Award Programme
Benchmarking

We evaluate progress and performance. As part of our work in developing our Bronze and Silver portfolios, we have already begun the benchmarking process.

Benchmarking is a process which can be a useful tool to recognise progress being made in the Award Programme and identify specific aspects for development or future action.

Primary sources for evaluating progress and performance will always be the HWL Organisation Profile (the ‘Profile’) and the HWL Employee Wellbeing Survey (EWS). These were undertaken shortly after registering for the Award Programme and then completed at least every three years. The results of your initial Profile and EWS will provide a ‘baseline’ of some key measures that can be revisited in undertaking this criterion.

These might include:
- the level of employee engagement (responses)
- the improvements made after employees indicate a need regarding working practices, safety aspects and individual wellbeing
- awareness of relevant policies/procedures, etc
- levels of physical activity, alcohol consumption and healthy eating
- the proportion of the workforce who smoke.

Some organisations may already have formal arrangements in place for the exchange of HR and/or health and safety audits. This can be a valuable aspect of the process. It may require some development to cover the HWL programme and performance.

Prior to Gold submission
- The strategy must detail which measures are being used for benchmarking – detailed timescales and plans must be in place for employee consultation and the Profile.
- The criterion must be completed within the period of the three-year strategy.
**Outputs**

Repeat the Profile (and EWS if applicable) to analyse and compare changes in awareness, engagement and behaviour.

Source and evidence benchmarking data to monitor the impact of the HWL programme.

**Impacts**

Continuous improvement in organisational performance.

Increased informed decision-making to develop, maintain and improve the health, safety and wellbeing of employees.

**Portfolio evidence**

Your organisation has in place baseline measures for subsequent reviews of HWL progress and performance (certainly from the initial phase of year 1 on your Gold strategy and rolling action plan).

The following evidence must be included in the portfolio prior to assessment:

- Evidence of benchmarking activity (EWS, Profiles or other key measures).
- Reports analysing changes in awareness, engagement and behaviour.

**Assessment interview/site visit**

The assessor may ask:

- about the process for establishing your benchmarking baseline
- about the extent that all employees have an awareness of the benchmarking process
- about the extent of progress and how you have shared good practice.

**Useful HWL resources**

- Gold Award record sheet criterion 2 (see p19). To be completed prior to assessment. The attached form can be completed electronically. Please ask your Adviser for a copy.
**Benchmarking: record sheet**

Briefly describe the measures against your HWL Organisation Profile that you have used for benchmarking (sickness absence, employee turnover, accident/incident statistics).

Briefly describe the measures against your employee consultation that you have used for benchmarking (number of responses, improvements made based on feedback, awareness of policies/procedures, changes to health behaviours).

What other measures (if any) have you provided for review and comparison to meet this criterion?
How do you promote continuous improvement in organisational performance?

How have you increased informed decision making to develop, maintain and improve the health, safety and wellbeing of employees?
Health inequalities

We are aware of and address health inequalities in our organisation.

Health inequalities are systematic differences in health between different groups (groups with the best and worst health) within a society, which are potentially avoidable and deemed unacceptable. Often economic and social factors are the primary determinants, but these can also underpin or exacerbate other dimensions of social inequality, such as differences in power and opportunities as well as discrimination on the basis of gender, race, disability, age, sexuality or religion.

These have been getting worse in Scotland. There are stark differences in living conditions and health outcomes in different parts of the country and there is no evidence that these gaps are narrowing. Investment in positive health outcomes in the workplace is a priority can contribute to Scotland’s sustainable economic growth and help reduce this gap.

One example of a national programme which is addressing health inequalities in Scotland is Keep Well. It is an anticipatory care programme (centred on a health check) which aims to increase the rate of health improvement in 40–64 year olds in areas of greatest need. There is a particular focus on early intervention for those at a high risk of coronary heart disease and diabetes.

To ensure your employees have equal access to policies and practices in the workplace allowing everyone to experience and benefit from good work it may mean focusing more resources on those employees who are harder to reach and may experience difficulty accessing services.

Employees who are most likely to suffer health inequalities include:

- lone, peripatetic and shift workers
- workers with disabilities and mental ill health
- workers with literacy issues
- non-English speaking workers
- workers with caring responsibilities
- low income workers
- lone parents
- workers from some minority ethnic groups
- older workers
- young workers.

Healthy Working Lives Award Programme
Prior to Gold submission

The strategy must detail what is being planned – identify the key areas of potential health inequalities within your organisation, what this means for your organisation and how it proposes to respond.

This criterion must be completed within the period of the three-year strategy.

Outputs

Apply additional resources to support harder to reach employees.

Monitor and evaluate the resources.

Impacts

Raised understanding and awareness of health inequalities and how it affects the organisation.

All of your workforce has appropriate access to health, safety and wellbeing support within the organisation.

Portfolio evidence

No evidence needs to be included in the portfolio prior to assessment – the record sheet is sufficient evidence.

Assessment interview/site visit

The assessor may ask:

about the reasons for selecting the harder to reach group

about the outcomes of the additional resources

about the level of awareness and understanding of health inequalities.

Useful HWL resources

Gold Award record sheet criterion 3 (see p23). To be completed prior to assessment. The attached form can be completed electronically. Please ask your Adviser for a copy.
Health inequalities: record sheet

Which harder to reach group have you identified and why?

Give details of the additional resources offered to that group in the past year.

How did you monitor the success of the additional resources? (Describe briefly.)
Give details of any feedback or comment from employees.

How do you know that you have raised awareness and understanding of health inequalities and how it affects your organisation?

How do you know that all of your workforce has appropriate access to health, safety and wellbeing support within the organisation?
Stress risk assessment/audit

We have conducted a stress risk assessment/audit and developed an action plan.

The Health and Safety Executive (HSE) defines stress as: ‘the adverse reaction people have to excessive pressures or other types of demand placed on them at work’.

The Management of Health and Safety at Work Act 1999 requires employers to assess the nature and scale of risks to physical and mental health in the workplace and to put adequate control measures in place.

The HSE has already developed management standards to assist organisations to carry out a stress risk assessment/audit. There are six covering:

- demands
- role
- support
- control
- change
- relationships.

Any stress risk assessment/audit carried out by your organisation must take account of these six risk factors. These factors are essentially about the workplace culture and management practices.

Further information on the stress management standards can be found in the HSE books and website listed under useful resources.

The Work Positive pack, developed by NHS Health Scotland (formerly HEBS) and the Health and Safety Authority Ireland, can also assist workplaces in taking the necessary action to identify and reduce potential causes of stress.

Please note that this criterion is not in any way an assessment of an organisation’s performance in relation to health and safety. The ethos of HWL is on facilitating good practice, not on enforcement.

The key principle for a risk assessment is ensuring that there are adequate arrangements for employees to communicate issues of concern. A range of methods can be used to gather information including questionnaires, focus groups, informal talks, performance appraisal, return-to-work interviews, sickness absence data, productivity data and employee turnover.

The HSE stress management standards and the Work Positive pack both provide organisations with guidance on key areas to cover during the risk assessment and the relevant questions to ask.
Having consulted with employees, you will have already begun the process of identifying organisational issues. The risk assessment process must include discussing any findings with employees to identify specific areas of concern.

Because stress can affect anyone it is important that the initial risk assessment is carried out either across the whole organisation or across a representative sample of your workforce.

Large organisations should consider breaking down results by individual department or site as there may be different sources of stress. Care should be taken to protect individual confidentiality during the risk assessment process.

The risk assessment should be repeated on a regular basis and after any workplace changes. As a very minimum HWL will require evidence of a stress risk assessment conducted every three years.

You must produce an annual action plan (in addition to the health, safety and wellbeing action plan) for tackling any organisational issues identified by the stress risk assessment. It is crucial that employees and employee representatives are involved in developing and implementing the action plan.

As a minimum, the action plan should include the risks, how they were identified, proposed action, persons responsible and timescales. If no issues are identified by the risk assessment, it will not be necessary to produce an action plan and evidence should be provided to support this decision.

The action plan must be communicated to all employees and reviewed and updated annually.

Prior to Gold submission, if this criterion is selected

☒ The strategy must include what is being planned by the organisation.

☒ The stress risk assessment/audit must be under way, but not necessarily completed.

☒ This criterion must be completed within the period of the three-year strategy.

Outputs

Carry out a stress risk assessment/audit using an agreed tool/procedure that takes account of the HSE management standards.

Develop, monitor and implement an action plan.

Communicate with employees to raise awareness of the action plan.
**Impacts**

The organisation is aware of and manages its legal responsibilities in relation to stress within the organisation.

Stress and sickness absence incidents due to workplace causes of stress are minimised.

**Portfolio evidence**

The following evidence must be included in the portfolio prior to assessment:

- A copy of the completed stress risk assessment/audit tool(s) questionnaires.
- A copy of the annual action plan.
- Evidence of communication to employees.

**Assessment interview/site visit**

The assessor may ask:

- about the process of reporting to management on the action plan
- about the development of the stress risk assessment/audit
- about employee awareness of the action plan
- about incidents of stress and sickness absence due to workplace causes of stress.
- about the organisation’s awareness and understanding of their legal responsibilities in relation to stress within the organisation.

**Useful HWL resources**

- Gold Award record sheet optional criterion 4a (see p29). To be completed prior to assessment. The attached form can be completed electronically. Please ask your Adviser for a copy.
- HWL stress risk assessment/audit.
- Work Positive tool.
- Stress risk template action plan.
Stress risk assessment/audit: record sheet

Provide details of the methods used to carry out the stress risk assessment/audit.

Briefly describe the process for discussing findings with employees and involving them in generating solutions.

Outline future plans for repeating the stress risk assessment/audit including timescales.
How have you raised awareness and understanding of your legal responsibilities in relation to stress?

How have you raised awareness of the action plan with employees?

How do you know that you have minimised the incidents of stress and sickness absence due to workplace causes of stress?
Promote community health, safety and wellbeing

We have been encouraged to reinforce and strengthen community health, safety and wellbeing. We try to be as innovative as possible in the activities chosen. The intended outcomes relate to either the mental health or the physical health, or both, of the workforce involved and the chosen community.

In all cases, the activity or activities should be designed primarily to improve community health, safety and wellbeing. This may involve doing something unrelated to the core business of the workplace, or something that is in keeping with the everyday core business, e.g. a dental practice organising an oral health fun day at a local community centre. The acid test will be whether the organisation has made a special effort, involving more than a straightforward donation of financial resources.

The activity or activities must reflect the size and capacity of your organisation.

The following would be considered acceptable to fulfil this criterion:

- Policies or practices that encourage or support employees to be involved in local voluntary work, e.g. flexible working or unpaid time off.
- Sponsored health promoting activities.
- Seminars, workshops and presentations.
- Exhibitions.
- A coordinated campaign, including several integrated elements, e.g. displays, leaflets and mailshots.
- Activity designed to link with local organisations, e.g. schools, community centres, churches, youth groups, voluntary agencies or self-help groups.
- Help in kind, e.g. materials, time.
- An activity benefiting the local environment, e.g. beach clean up or tree planting.
- Sharing health promoting activity with, for example, a small or medium enterprise or local community.
Prior to Gold submission, if this criterion is selected

- The strategy must detail what is being planned by the organisation.
- The programme for community health, safety and wellbeing must be under way, but not necessarily completed.
- This criterion must be completed within the period of the three-year strategy.

**Portfolio evidence**

The following evidence must be included in the portfolio prior to assessment:

- Any supporting information relating to the selected initiatives, i.e. feedback from employees and the community.
- Examples of any materials used or produced.

**Assessment interview/site visit**

The assessor may ask about:

- the type of initiative and why it was chosen
- views on how the initiative impacted both on employees and the target community
- raised awareness of health, safety and wellbeing in the community
- raised awareness of practices/procedures with employees.

**Outputs**

Develop practices/procedures that encourage or support employees to be involved in local and voluntary work.

Provide one activity per year for employees to raise awareness of the benefits of promoting community health, safety and wellbeing.

Monitor and evaluate the activity.

**Impact**

Employees are aware of health, safety and wellbeing in the community.

**Useful HWL resources**

- Gold Award record sheet optional criterion 4b (see p33). To be completed prior to assessment. The attached form can be completed electronically. Please ask your Adviser for a copy.
Promote community health, safety and wellbeing: record sheet

What community has your organisation selected and why?

Give brief details of the initiative(s) that have been selected to fulfil this criterion and the rationale behind your selection.

How many employees were involved? What was the level of community participation?

How do you know that you have raised awareness of health, safety and wellbeing in the community with employees? Outline briefly.

How do you know that you have raised awareness of practices/procedures with employees?
Healthy Working Lives Award Programme
Lifestyle checks

We provide all employees with the opportunity to have a lifestyle check, which includes a review of lifestyle behaviour and health advice.

Lifestyle checks give employees the opportunity to have a one-to-one discussion about their lifestyle and to identify changes they could implement to improve their health. The emphasis is on the review of lifestyle behaviour and the giving of personal health advice.

All employees must be offered a check that meets these essential components as minimum:

- Discussion on lifestyle issues (e.g. smoking, alcohol, stress, healthy eating, physical activity, sexual health, dental health). Where appropriate, advice should be given. Relevant health information should be available for participants to take away.
- Calculation of body mass index (BMI) or the measurement of waist-to-hip ratio.

Organisations may choose to include blood pressure checks; however, clear guidelines must be provided in relation to the advice given for abnormal readings.

The lifestyle check should be carried out by a suitably trained and qualified person, e.g. occupational health nurse, registered nurse, health promotion specialist, fitness instructor with exercise referral qualification. They must have relevant experience of discussing lifestyle concerns.

Lifestyle checks must be available to all employees and participation should be voluntary. Where there are a large number of employees, it is acceptable for lifestyle checks to be offered on a phased basis.

The results should be treated in confidence, although it is recommended that management receive a global report on the overall results. This report may provide useful information in relation to the health needs of the employees, which could be addressed through information campaigns, activities and opportunities.
Prior to Gold submission, if this criterion is selected

- The programme of lifestyle checks must be under way, but not necessarily completed.
- The action plan must provide evidence of the programme of lifestyle checks, including proposed dates.
- The programme of lifestyle checks can be ongoing, or must be planned to be completed within the period of the three-year strategy.

**Output**

Employees have the opportunity to have a lifestyle check that includes a review of lifestyle behaviours and health advice.

**Impact**

Employees are aware and understand the impact of individual lifestyle behaviours on their health.

**Portfolio evidence**

The following evidence must be included in the portfolio prior to assessment:

- Any supporting information relating to the checks, i.e. a global report if available.
- Any feedback that has been received from employees.

**Assessment interview/site visit**

The assessor may ask:

- about the aim of the check and a brief description of how it is carried out
- what type of information and advice is offered as part of the check
- whether a global report was produced
- about employees’ awareness and understanding of the impact of individual lifestyle behaviours on their health.

**Useful HWL resources**

- Gold Award record sheet optional criterion 4c (see p37). To be completed prior to assessment. The attached form can be completed electronically. Please ask your Adviser for a copy.
Lifestyle checks: record sheet

What is included in your lifestyle check? (Please ensure the essential components of the lifestyle check outlined in the criterion are covered.)

Who carried out the lifestyle checks? (Please ensure checks are carried out by a suitably trained and qualified person.)

Outline in brief how the lifestyle checks are promoted to employees.
Give brief details of the dates of checks already carried out and any further proposed dates for checks.

Give details of the numbers and categories of employees who have already received a check and those who are due to receive one.

How do you know that employees are aware and understand the impact of individual lifestyle behaviours on their health?
Health and the environment

We have undertaken a practical initiative that would be beneficial to the environment. Where possible, we have demonstrated that it has a direct and positive impact on the health of our employees and/or members of the public.

Scotland, like many developed countries, is currently using a disproportionate share of the planet's energy and natural resources. Greenhouse gases generated from waste that is disposed in landfill sites are contributing to global warming. If not addressed then this could have an impact on our health and the health of future generations.

We can take steps to reduce the impact that our daily activities at work and at home can have on our environment. By living and working in a more sustainable way we can introduce changes that will benefit our health, our organisation and the long-term future of the environment. Organisations can make significant savings to their overheads by introducing the three Rs – reduce, reuse and recycle – in their workplace and improve their environmental image.

This criterion expands on this requirement by encouraging organisations and their employees to take steps to reduce their environmental impact through good practice and workplace initiatives. These initiatives should be above and beyond any statutory requirements.

Organisations should look at aspects of their work that could have an adverse impact on the environment and identify and implement measures that will help reduce these impacts.

Such areas could include:

- use of natural resources, e.g. water, energy and paper
- reduction of waste, e.g. reduce, reuse and recycle
- reduction of carbon footprint, e.g. transportation, air and water contamination
- local environment, e.g. noise, visual impact.

In addition, organisations are required to reflect their long-term commitment to protecting the environment within the three-year strategy and action plan. Organisations can seek advice from their Adviser.
The findings of your organisation’s environmental impact assessment should be incorporated into an action plan that includes the following:

- A description of the organisation’s aspects and how they impact on the environment.
- Clear achievable objectives and targets for reducing the impact that the aspects could have on the environment.
- Dates by which targets are to be met.
- Who will be responsible for ensuring that targets are met.
- How employees are kept informed about the progress of the plan.

Prior to Gold submission, if this criterion is selected

- The impact assessment must be completed prior to submission.
- The results of the assessment must be incorporated into the action plan.
- The action plan must be under way, but not necessarily completed.
- A commitment to improving health and the environment must be included in the strategy.
- This criterion must be completed within the period of the three-year strategy.

Impact

All employees are aware of how to reduce environmental impacts through good practice and workplace initiatives.

Portfolio evidence

The following evidence must be included in the portfolio prior to assessment:

- A copy of the current action plan.
- Examples of communication to employees.

Assessment interview/site visit

The assessor may ask about:

- how the environmental action plan was developed
- employee awareness of the action plan. (How were they informed about the initiative and to the extent of their involvement?)
- the impact of the initiative.

Useful HWL resources

- Gold Award record sheet optional criterion 4d (see p41). To be completed prior to assessment. The attached form can be completed electronically. Please ask your Adviser for a copy.

Outputs

Conduct an environmental impact assessment.

Develop an environmental action plan.
Health and the environment: record sheet

How did you identify the environmental impact of your work activities? Give brief details.

How was the action plan developed? Who is responsible for it?

How was the action plan communicated to employees?
How are employees kept informed of the environmental initiatives that the organisation is involved in?

How do you know that your employees have increased awareness of how to reduce environmental impacts through good practice and workplace initiatives?
Equality and diversity

We have developed and implemented written policy/procedures on equality and diversity which give employees clear guidance in the organisation.

In 2010, The Equality Act came into force across the UK with the aim of simplifying the law by bringing together several pieces of anti-discrimination and employment legislation. It gives the UK a single Act of Parliament with protected characteristics, requiring equal treatment in access to employment as well as private and public services, regardless of age, disability, gender reassignment, marriage or civil partnership, maternity or pregnancy, race, religion or belief, sex and sexual orientation.

Equality is about creating a fairer society where everyone has the opportunity to fulfil their potential. Diversity is about recognising and valuing difference in its broadest sense. Thinking about equality and diversity means considering the experiences and needs of all, whatever their age, gender, sexual orientation, ethnicity, faith, religion, disability, special educational needs, or social and cultural background.

This criterion ensures that equality and diversity is part of the way your organisation operates on a day-to-day basis. As equalities legislation is strengthened through the Equality Act and demographics change, the need to embed equality and diversity becomes even more central to how your organisation operates.

Prior to Gold submission, if this criterion is selected

☒ The strategy must include your organisation’s plans.
☒ The equality and diversity policy must be under way, but not necessarily completed.
☒ This criterion must be completed within the period of the three-year strategy.

Outputs

Implement policy/procedures in line with the Equality Act 2010.

Suitable training such as the NHS e-learning programme of training for employees.

Provide one policy awareness raising campaign per year.
Impact
Employees are aware of and understand the current legislation and its application.

Portfolio evidence
The following evidence must be included in the portfolio prior to assessment:

- A copy of the policy/procedures that support equality and diversity.
- Evidence of communication to all employees.

Assessment interview/site visit
The assessor may ask about:

- the development of policy/procedures
- areas of good practice you have implemented
- the training for employees
- employees’ improved awareness in equality and diversity policy/procedures.

Useful HWL resources
- Gold Award record sheet optional criterion 4e (see p45). To be completed prior to assessment. The attached form can be completed electronically. Please ask your Adviser for a copy.
- Equality and diversity policy template.
Equality and diversity: record sheet

What is the process for monitoring and reviewing the equality and diversity policy within your organisation?

Outline in brief how all employees are made aware of the policy. Include details of any information campaign.

Give details of any training which will support the effective implementation of the policy.

How do you know that employees are aware of and understand the current legislation and its application within the organisation?
Mentoring

We support one organisation in our supply chain or partner network in their award activity or to improve the health, safety and wellbeing of their workforce.

As a leader in the field of health, safety and wellbeing, this criterion focuses on your organisation providing support and development to another organisation in their award activity or to improve the health, safety and wellbeing of their workforce.

Having gone through the Award Programme you have a wealth of knowledge, skills and experience which can benefit other organisations you work with, for example, suppliers. Because you understand the challenges in undertaking the programme you can provide insight in how to achieve the award or otherwise tackle health, safety and wellbeing in the workplace.

Mentored organisations report many benefits, including improved revenue and reduced staff turnover.

Prior to Gold submission, if this criterion is selected

☒ The approach to be adopted in providing support has been agreed and commenced.

☒ The action plan must provide evidence of the programme of mentoring – a mentee has been identified and key areas of support agreed.

☒ The programme of mentoring can be ongoing, or must be planned to be completed within the period of the three-year strategy.

Output

Develop and implement an action plan which identifies roles and responsibilities.

Impact

The organisation is recognised professionally as being supportive towards another organisation.

Portfolio evidence

The following evidence must be included in the portfolio prior to assessment:

☒ Copy of the action plan.

☒ Any feedback that has been received from the mentee.
**Assessment interview/site visit**

The assessor may ask about:

- the reasons for selecting the organisation
- the development and outcomes of the mentoring programme
- the process of reporting progress on the action plan.

**Useful HWL resources**

- Gold Award record sheet optional criterion 4f (see p49). To be completed prior to assessment. The attached form can be completed electronically. Please ask your Adviser for a copy.
Mentoring: record sheet

Which organisation have you identified and why?

Give details of the mentoring programme and action plan.

How did you monitor the success of the programme? (Describe the process briefly.)

Give details of any feedback or comment from the mentee.
Organisation-led criterion

We have developed and implemented a health, safety and wellbeing activity, opportunity or programme of our choice which is essential and appropriate to our organisation. This includes developing our own outputs and impacts with our Adviser.

In all cases, the activity, opportunity or programme should be led by what is current in your organisation. This may involve doing something unrelated to the core business of the workplace, or something that is in keeping with the everyday core business of the workplace. The acid test will be whether the organisation has made a special effort to ensure that it is needs led, which could be different to the rest of the other criteria.

The activity, opportunity or programme must reflect the size and capacity of your organisation.

The following are examples of what would be considered acceptable to fulfil this criterion:

- Development and implementation of policies or practices that encourage or support this particular activity, opportunity or programme.

- A coordinated activity, opportunity or programme, including several integrated elements, e.g. displays, leaflets, sponsored health promoting activities, seminars/workshops/presentations and exhibitions.

- An activity, opportunity or programme benefiting extended local partners or networks associated with your organisation.

As well as choosing the activity, opportunity or programme, you will be required to develop outputs and impacts for this criterion. Your Adviser will help you to develop these.
Prior to Gold submission, if this criterion is selected

☒ The strategy must include what is being planned by the organisation.

☒ This must be under way, but not necessarily completed.

☒ This can be ongoing, or must be planned to be completed within the period of the three-year strategy.

Output

Develop outputs and impacts for this criterion.

Impact

The organisation is aware and understands their bespoke needs.

Portfolio evidence

The following evidence must be included in the portfolio prior to assessment:

☒ Any supporting information relating to the selected activity, opportunity or programme, i.e. feedback.

☒ Examples of any materials used or produced.

☒ Examples of communication to employees.

Assessment interview/site visit

The assessor may ask:

☒ about the outputs and impacts of this criterion

☒ about the activity, opportunity or programme and why it was chosen

☒ about views on how the activity, opportunity or programme impacted on employees

☒ about improved awareness of health, safety and wellbeing activity, opportunity or programme.

Useful HWL resources

☒ Gold Award record sheet optional criterion 4g (see p53). To be completed prior to assessment. The attached form can be completed electronically. Please ask your Adviser for a copy.
Organisation-led criterion: record sheet

Please provide brief details of the activity, opportunity or programme that has been selected to fulfil this criterion and the rationale behind your selection.

What are your outputs and impacts?

How many employees were involved?

How was the activity, opportunity or programme communicated to employees?
How do you know that you have raised awareness and understanding of this health, safety and wellbeing activity, opportunity or programme in your organisation?

How did you monitor the success of the activity, opportunity or programme? (Describe the process briefly.)
Glossary of terms

**Accident** – any unplanned event where someone is injured or suffers ill health as a result, or where organisations suffer damage or loss.

**Activity** – involves both an event and an information campaign designed to encourage employee participation and engagement, e.g. health fairs, taster sessions, competitions.

**Annual review** – a yearly face-to-face discussion with an Adviser to discuss retrospective impact and future action planning.

**Assessment** – a way of verifying the award achievement. This will be either a visit from an assessor or an Adviser-supported self-assessment, depending on the level of award.

**Commitment** – promise of being dedicated to something.

**Community** – a unified body of individuals:

- with common interests living in a particular area
- interacting in a common location, e.g. workplace
- with a common characteristic or interest living or working together within a larger society
- linked by a common policy/agenda.

**Employee** – a person in employment or engaged as a volunteer.

**healthyliving award** – a national award for catering providers in Scotland. The award criteria are based on the general principles of a healthy balanced diet and have been developed in keeping with Scottish dietary targets.

**healthyliving dish** – food items that have healthier ingredients and have been prepared and cooked keeping fat, salt and sugar to a minimum. This is in line with EU regulations and healthyliving award terminology.

**Healthy Working Lives Adviser** – an employee from the local Health Board who will support and guide organisations through the award journey and HWL services.

**Healthy Working Lives Assessor** – this is an NHS-approved assessor.

**Impact** – a marked difference with employees and/or the organisation.

**Incident** – an event or occurrence that may cause harm, distress, trauma or injury.

**Information campaign** – the availability and distribution of health information through various distribution channels, including leaflets, posters, the use of the intranet and other media.
Investigation – a reactive process which includes all those activities carried out in response to an accident, incident or a complaint to:

- gather and establish the facts
- identify immediate and underlying causes and the lessons to be learned
- prevent recurrence
- detect breaches of legislation for which HSE is the enforcing authority
- take appropriate action, including formal enforcement.

An investigation may range from a minor incident to a major accident.

Near miss – occurs when someone could have been hurt (or loss or damage could have occurred) if the circumstances had been slightly different.

Opportunity – an occasion, situation or event which makes it possible to do or experience something.

Organisation – the overarching term for the business or company.

Output – the result of an action or process.

Physical activity – any bodily movement produced by skeletal muscles that requires energy expenditure.

Programme – a planned series of future events.

Topic – a subject which reflects the wider agenda of Healthy Working Lives. It may be health promotion, health and safety, environment, or community health. The topic can be promoted via information campaigns and activities.

Workplace – physical location where employees work and carry out duties.