

Self Assessment Standards

Workplace Wellbeing Charter



Introduction

This self-assessment contains standards under each of the main areas that your organisation can address to improve the health and well-being of your employees. The purpose of the standards are to provide a guide as to what steps can be taken and give an indication of where you may need to improve, or where you are doing well.

Under each area, the standards are separated into three categories: Commitment, Achievement and Excellence. These categories are there to provide a general overview as to how you are performing in each area.

Commitment

Your organisation has addressed each area and provides employees with the tools to help themselves to improve their health and well-being.

Achievement

Having put the building blocks in place, steps are being taken to actively encourage employees to improve their lifestyle and some basic interventions are in place to identify serious health issues.

Excellence

Not only is information easily accessible and well publicised, but the leadership of the organisation is fully engaged in well-being and employees have a range of intervention programmes and support mechanisms to help them prevent ill-health, stay in work or return to work as soon as possible.



Guidance

In order to progress from one level to another, e.g. from commitment to achievement, you must fully meet all of the standards in the lower level.

Against each standard are four options. These indicate where your organisation currently stands on any particular issue:

Fully Met (FM)

Every aspect of the standard has been met or exceeded. The organisation can evidence this both by documented and practical examples where applicable.

Partially Met (PM)

Some or most of the standard has been met and can be evidenced. This option should be selected if the organisation undertakes activities to meet the standard but cannot evidence it or have not effectively communicated with employees about it.

Not Met (NM)

None or very little of the standard has been met. This option should be selected if activities, procedures or systems are still under development or have not been implemented.

Not Applicable* (NA)

The standard covers an area that does not relate to the organisation due to the nature of its activities, location or other practical reason.

Examples and references

Brief examples are provided for each standard. These are simply a guide as there are a large number of activities and actions that can be undertaken.

Please note that the specific websites given throughout this document are subject to change – if links are broken, return to the home page of the organisation involved and navigate to the relevant section by the usual means. A comprehensive list of useful contacts is also available at www.wellbeingcharter.org.uk

* Standards are also considered fully met if indicated as 'Not Applicable'.

Self-assessment Standards for Leadership

Commitment	FM	PM	NM	NA	Examples and Guidance	Notes/Evidence
The organisation has assessed its needs and priorities around health and work.	●	●	●	●		
Equality guidance and legislation is in place, and are known and adhered to by all staff.	●	●	●	●	ACAS Equality and Diversity audits: www.acas.org.uk • Tackling discrimination and promoting diversity. Government Equalities Office: www.equalities.gov.uk	
Evidence of consistent and positive approach to employee well-being at senior level of business.	●	●	●	●	Reports at Board meetings e.g. on sickness absence and staff surveys. Health, Work and Wellbeing Champion on Board, if applicable – designated role.	
Management demonstrate that they understand the importance of effective communication with staff.	●	●	●	●	Staff surveys/team minutes/focus groups/notice boards/newsletters. Management training on effective communication.	
Achievement						
A communication policy is in place and available to all staff.	●	●	●	●	Policy and methods of communication with staff taking into account different media and barriers to access. An open-door policy that staff are aware of.	
An effective policy and procedure to tackle bullying and harassment.	●	●	●	●	Business Link: www.businesslink.gov.uk • Bullying and harassment guidance at work – ACAS: www.acas.org.uk • Management Standards: www.hse.gov.uk/simple-health-safety	
Effective policies in place to manage disciplinary and grievance procedures.	●	●	●	●	Standard forms and guidance available from ACAS: www.acas.org.uk	
Effective policies in place for attendance management and return to work procedures.	●	●	●	●	Standard forms and guidance available from ACAS: www.acas.org.uk	
A system is in place that recognises and rewards good work.	●	●	●	●	A system is in place which recognises hard work and achievements of all employees. There is a culture where it is easy to say 'thank you' for a piece of good work completed or if someone has exceeded their work requirements.	
Managers understand the main issues that impact on the health and well-being of their team.	●	●	●	●	Sickness absence management records HSE Management Standards: www.hse.gov.uk/simple-health-safety • Staff focus group feedback forms, Staff surveys, Manual Handling Training, Personal Protective Equipment guidance: www.hse.gov.uk/simple-health-safety • Commission appropriate Occupational Health services: www.nhsplus.nhs.uk and www.health4work.nhs.uk	

<p>Line managers have management training.</p>		<p>Line Managers training www.cipd.co.uk • Leadership and Management training from Learn Direct: www.learnndirect.co.uk • Chartered Institute of Personnel and Development: www.cipd.co.uk • BPP Professional Education: www.bpp.com HSE line manager competency tool: www.hse.gov.uk/simple-health-safety</p>	
<p>Excellence</p>			
<p>Line Managers demonstrate collaborative working, shared decision making process and autonomy for staff.</p>		<p>Regular team meeting minutes • Staff focus group minutes • Employee suggestion scheme • Personal Development review process</p>	
<p>Line Managers have training in how to have difficult conversations, developing people skills and resolving disputes.</p>		<p>ACAS – Managing conflict at work: www.acas.org.uk • Chartered Institute of Personnel and Development: www.cipd.co.uk • Team building</p>	
<p>Employees offered learning and development opportunities to maximise their potential.</p>		<p>Learning and development records • Information available on courses at local colleges/training providers • Learning and development forms part of performance reviews</p>	
<p>Work-life balance is embedded in the organisation's conditions of employment. Alternative working practices are offered where reasonably practical.</p>		<p>Information about work/life balance is included in staff induction. Employment conditions are clear about flexible working and how employees can apply for it. Policy, procedure or system documentation with evidence of completed and accepted requests. ACAS – Work life balance and flexible working: www.acas.org.uk • Working Better: a managers' guide to Flexible Working: www.equalityhumanrights.com • The Work Foundation: www.theworkfoundation.com • Direct gov: www.direct.gov.uk • Business Link: www.businesslink.gov.uk • Chartered Institute of Personnel and Development: www.cipd.co.uk</p>	
<p>Evidence of managing organisational change appropriately.</p>		<p>Understanding the impact of change. Chartered Institute of Personnel and Development: www.cipd.co.uk • Learn Direct: www.learnndirect.co.uk • Communication documents to staff on changes. Team meeting minutes. Training opportunities to develop employee skills.</p>	
<p>The organisation has a health, work and well-being action plan.</p>		<p>An action plan document that meets identified needs of staff.</p>	

Self-assessment Standards for Attendance Management

Commitment	FM	PM	NM	NA	Examples and Guidance	Notes/Evidence
<p>Absence rates and causes are collected and monitored.</p>	●	●	●	●	<p>For example: Is sickness/absence data adequately collected and reported? Is it broken down into categories? Is it investigated for trends? (e.g. stress or back injuries in specific groups of employees) Is there evidence of proactive actions to address absence trends? Is there a return to work policy?</p>	
<p>Interventions are undertaken where patterns indicate trends of absence.</p>	●	●	●	●	<p>Records of absence and monitoring. Examples of interventions put in place.</p>	
<p>Contact is maintained with absent employees to provide support and aid return to work.</p>	●	●	●	●	<p>Absence records with contact details. Contact type and regularity should be agreed with the employee at the first opportunity and the help and support offered recorded. Small and medium-sized businesses may seek help from the free Health for Work Advice line 0800 0 77 88 44 www.health4work.nhs.uk See also www.yourworkhealth.com</p>	
<h2>Achievement</h2>						
<p>A clear attendance management policy is in place and procedures are known to staff.</p>	●	●	●	●	<p>Evidence of staff involvement or knowledge such as signed circulation sheet, meeting minutes, staff survey etc. Investors in People, ACAS – Health, well-being and managing attendance: www.acas.org.uk • Chartered Institute of Personnel and Development: www.cipd.co.uk</p>	
<p>Documented return to work procedures are in place and followed.</p>	●	●	●	●	<p>Copy of procedure, pro-forma, management records.</p>	

<p>Return to work interviews are conducted and recorded with concerns /appropriate support recorded and provided.</p> <p>Reasonable adjustments are made in line with recommendations made in a Statement of Fitness to Work.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>	<p>Completed interviews and records of escalation for issues encountered. Staff survey.</p> <p>Fit Note Guidance: www.dwp.gov.uk Equality Act 2010 guidance: www.acas.org.uk</p>	
<p>Excellence</p>			
<p>Absence trends are monitored across the organisation and specific programs are designed and implemented to address these issues to prevent further absence.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>	<p>Statistical reports, identification of manager responsible for the activity and details of actions taken (if needed).</p>	
<p>The organisation’s return to work policies are designed to support rehabilitation and early return to work with adjustments made to accommodate this when necessary.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>	<p>Fit Note Guidance: www.dwp.gov.uk Policy and evidence of actions taken. Fit for Work services: www.businesslink.gov.uk • Nationally accredited Occupational Health services. Counselling. Employee Assistance Programmes (EAP) www.eapa.org.uk • Physiotherapy.</p>	
<p>The organisation raises awareness of, and supports staff to manage, long-term conditions in the workplace.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>	<p>The organisation runs campaigns, training or events aimed at raising awareness of some long-term conditions, such as, cancer, diabetes, arthritis, asthma. NICE guidance: www.nice.org.uk • Chartered Institute of Personnel and Development: www.cipd.co.uk</p>	

Self-assessment Standards for Health and Safety Requirements

Commitment	FM	PM	NM	NA	Examples and Guidance	Notes/Evidence
<p>Demonstrate an awareness of legal obligations in relation to health and safety and display health and safety law poster.</p>	●	●	●	●	<p>Evidence of HSE guidance being followed www.hse.gov.uk/simple-health-safety Notices, procedures, risk assessments, training, policies etc.</p>	
<p>Responsibilities under Equality Act 2010, and other equality legislation are known and adhered to.</p>	●	●	●	●	<p>Equality Act 2010: www.acas.org.uk • See guidance at: www.businesslink.gov.uk • Could be evidenced by recruitment policy, job adverts, meeting notes, incident reporting procedure with staff knowledge of it etc.</p>	
<p>All staff are informed of workplace risks and controls in place to minimise them.</p>	●	●	●	●	<p>Staff questionnaire, local induction programme, manuals, health and safety procedures, risk assessments, notices and displays etc.</p>	
<p>Appropriate training is given to all staff on health and safety.</p>	●	●	●	●	<p>Employee training records, certificates, staff questionnaire. Health and Safety Executive guidance: www.hse.gov.uk/simple-health-safety • Learn Direct training: www.learnirect.co.uk</p>	
<h2>Achievement</h2>						
<p>Relevant policies and procedures are in place to demonstrate compliance with health and safety legislation.</p>	●	●	●	●	<p>Policies and procedures with evidence of regular review and employee knowledge of their existence (possibly evidenced via staff survey or circular).</p>	
<p>Systems are in place for staff to raise and resolve health and safety issues.</p>	●	●	●	●	<p>Procedures, evidence of staff forums, health and safety representatives in place etc. www.hse.gov.uk/simple-health-safety</p>	
<p>All health and safety policies and workplace activities are regularly monitored for new hazards and improvements made.</p>	●	●	●	●	<p>Records of meetings, staff comments and amendments. Regular risk assessments. Health and Safety Executive guidance: www.hse.gov.uk/simple-health-safety • Business Link: www.businesslink.gov.uk</p>	

Excellence

Staff representatives have been involved in the development or evaluation of health and safety policies. There is a clear emphasis on prevention across all policies.

All managers have received appropriate health and safety training. There is an identified health and safety representative.

Regular health and safety meetings are held and recorded.

Policies and procedures. Records of staff involvement, meeting minutes, recommendations, consultations with trade unions etc. when applicable.

Health and safety representative details and evidence of time allocation/activity in this role. Training records etc. Health and Safety Executive guidance: www.hse.gov.uk/simple-health-safety

Minutes from meetings and actions taken.



Self-assessment Standards for Mental Health and Wellbeing

Commitment	FM	PM	NM	NA	Examples and Guidance	Notes/Evidence
Provide information about mental health and well-being, including work-related stress, and make sources of further information readily available to staff at all levels.	●	●	●	●	Notice board, staff intranet, leaflets prominently displayed, staff meeting minutes and external websites. NICE guidance Promoting Wellbeing at Work (2009): http://guidance.nice.org.uk • Awareness training programme. Mental Health Foundation: www.mentalhealth.org.uk	
Ensure employees are aware that mental health and well-being issues are valid and seeking to address these issues is fully supported by the organisation at all levels.	●	●	●	●	Policy document; management training; staff survey; review records; prominent notices; meeting minutes etc. Monitor HR data for changes in reported stress-related issues/absence. RCPsych Work and Mental health resource: www.rcpsych.ac.uk/workandmentalhealth	
The organisation should provide commitment to, and appropriate information about, resilience (the ability to recover quickly from illness or change).	●	●	●	●	Details of EAP or counselling service if provided. Signpost to external services e.g. IAPT: www.iapt.nhs.uk • Policy document. Management team(s) offered resilience awareness training within generic management skills development. Monitor HR data for changes in reported stress-related issues/absence.	
The organisation ensures employees are made aware of their legal entitlements regarding working conditions, for example Equality Act 2010.	●	●	●	●	Policy, procedure, staff survey and staff manual/induction: www.equalityhumanrights.com and www.hse.gov.uk/stress Equality Act 2010 guidance: www.acas.org.uk	
Achievement						
Undertake and act on an organisational stress risk assessment following recognised standards.	●	●	●	●	Stress risk assessment available at www.hse.gov.uk/stress • Records of assessments and actions taken to be monitored, followed by re-assessments to measure progress.	
Provide information and support to line managers to reduce stigma around mental ill-health and to improve the identification of, and support to people with mental health problems in the workplace.	●	●	●	●	Training, meeting minutes, circulars, guidance notes, procedures, talks etc. YHIP Line Manager Training: www.workplacementalhealth.co.uk • Mindful Employer Charter and Line Manager resource: www.mindfulemployer.net • Consider provision of subject specific training e.g. Mental Health First Aid.	
Evidence of implementation of the Health and Safety Executive management standards for work-related stress in policies, procedures and everyday activity.	●	●	●	●	Policy, procedure, staff survey: www.hse.gov.uk/stress	
Bullying and harassment and whistle-blowing policies and systems are in place and staff at all levels are made aware of them.	●	●	●	●	Policy, procedure, staff survey ACAS Guidance: www.acas.org.uk • Awareness of Public Information Disclosure Act 1998 (PIDA)	

Excellence

A mental health and well-being strategy is in place, or is being developed and followed, that addresses investment in the mental well-being of the workforce and recruitment/retention issues. This policy has been developed collaboratively with staff.

Ensure organisational and individual change is accompanied by support, information or targeted intervention programmes e.g. retirement, redundancy planning.

Staff consultations/surveys take place that seek information on the mental well-being of staff and also cover working conditions, communication, work-life balance, staff support and work-related, or other causes of, stress with action plans drawn up to address major issues.

Procedures, guidance or policies are in place that address how staff are kept informed of change within the organisation.

Education and development opportunities are routinely available to managers and staff to enhance their skills and knowledge around workplace mental health issues.

Social support groups, volunteering and out-of-work activities are actively encouraged and supported by the organisation.

Policies and procedures. Records of staff involvement i.e. in policy development, focus groups, staff representatives. Copy of action/implementation plan including review date. Staff survey to indicate knowledge of the policy. Evidence of how policy/information is cascaded to employees. Sign-up to Mindful Employer initiative. Examples of templates to support this are available. Periodic job reviews/evaluation/appraisals etc. are in place and are used to consult with employees on issues that affect mental health. Evidence demonstrating implementation of HSE Management Standards by the organisation or equivalent: www.hse.gov.uk/stress RCPsych Work and Mental health resource: www.rcpsych.ac.uk/workandmentalhealth

Case studies. Retirement planning programmes. CV and job skills workshops. Pension advice clinics.

Survey/consultation documentation supported by statistical analysis of results and prioritised actions contained within an action plan or strategy document. Areas of good practice highlighted and adopted.









Copy of policy/procedure and evidence that all key staff are aware of this. Evidence of newsletters, team briefings etc.

Further information can be found at: www.mind.org.uk • Good awareness of facilities should be demonstrated through the use of intranet, circulars and meetings. Care should be taken to ensure that communications do not make staff feel that they would be penalised for seeking help.

Staff are made aware of opportunities via communication methods and, where practical, offered the flexibility to attend during work time. Activities do not need to be planned or controlled by the organisation, but staff should be supported, where possible, to get involved and be encouraged to sustain that involvement.

Self-assessment Standards for Smoking and Tobacco-related ill-health

Commitment	FM	PM	NM	NA	Examples and Guidance	Notes/Evidence
All staff are aware of the smoke-free and tobacco control laws and how they are applied in their workplace.	●	●	●	●	Notices, training records, intranet, policy and proof of staff having seen it, staff survey etc. www.smokefreeengland.co.uk	
Sources of further information and support to quit smoking are readily available.	●	●	●	●	Notice board, staff intranet, leaflets in prominent locations, staff meeting minutes etc. Local NHS Stop Smoking services: www.smokefree.nhs.uk • NICE Guidance: www.nice.org.uk	
The organisation complies with smoke free legislation, including signage. Organisation has a clear stance on control of tobacco.	●	●	●	●	Environmental Health inspection report, internal compliance report, on-site evidence or photographs.	
A smoke-free policy is in place and staff are aware of it.	●	●	●	●	Smoke free policy template.	
Achievement						
'No smoking' signs are displayed at all building entrances and company vehicles.	●	●	●	●	Physical evidence, reports etc.	
Excellence						
Building managers, reception staff, ground staff and those operating in communal areas are aware of how to report breaches of the smoke-free policy.	●	●	●	●	Procedures, training records, staff survey, previous reports of breach etc.	
Open areas (outdoor) that are accessed by passing public or customers are clearly signposted as smoke-free and steps are taken to prevent smoking in these areas.	●	●	●	●	Internal compliance report, on-site evidence or photographs, clear signage etc.	

<p>Actively promote 'stop-smoking' services and allow staff time to attend.</p>					<p>Local NHS Stop Smoking services: www.smokefree.nhs.uk</p>	
<p>Actively promote 'stop-smoking' services.</p>					<p>Guidance on legal limits of tobacco and alcohol into the UK: www.hmrc.gov.uk</p>	

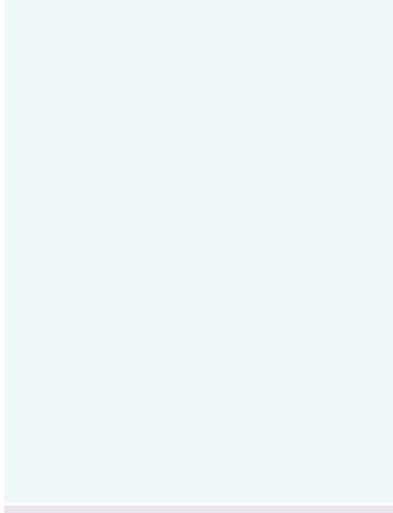
Self-assessment Standards for Physical Activity

Commitment	FM	PM	NIM	NA	Examples and Guidance	Notes/Evidence
Information is made available on the benefits of physical activity.	●	●	●	●	Notice board, intranet page, newsletter etc. See British Heart Foundation for further information and support: www.bhf.org.uk • NICE guidelines: www.nice.org.uk	
The minimum legally required breaks are taken by all staff.	●	●	●	●	Managers/supervisors are instructed to monitor breaks and ensure that sufficient rest time is taken. Guidance is provided and recorded.	
Achievement						
Physical activity in the workplace is actively encouraged and supported by the physical environment.	●	●	●	●	Provide signage to stairs as well as lifts. Promoting Physical Activity in the Workplace NICE guidance: www.nice.org.uk • CHEW audit tool: www.riskfactor.cancer.gov • Intranet pages, links with support agencies etc. can be used here. Change4Life: www.nhs.uk/change4life British Heart Foundation: www.bhf.org.uk	
Staff are encouraged to take regular breaks.	●	●	●	●	Policy, management training or guidance notes, staff circular (signed) survey etc. Senior management lead by example.	
Physical activity opportunities in the local area are actively promoted to staff and supported by the organisation. Out of hours groups are supported or memberships of local groups that promote physical activity.	●	●	●	●	Newsletters, in house challenges. Bicycle user groups or walking clubs, external groups, yoga etc. Support can be in flexibility around time, facilities or funding etc. Contact local authority leisure services. County Sports Partnerships: www.sportengland.org • Sport England: www.sportengland.org	
Excellence						
Opportunities for physical activity linked to the workplace have been investigated and implemented. These activities are sustained over long periods to become embedded in the organisational culture.	●	●	●	●	This will include in-house sports and physical activities e.g. Five-a-side, Walking for Health, partnerships with local leisure centres for discounted rates; information on local walks made available; organised walks or cycle rides; or information about travel options. British Heart Foundation: www.bhf.org.uk • Global Corporate Challenge: www.gettheworldmoving.com • Corporate games: www.corporate-games.com	

The organisation has a travel plan designed to remove barriers to physical activity in travelling to work and promotes physical activity during working hours where possible.



Travel plan approved by senior management or other evidence of formal adoption by the organisation. Cycling mileage is paid where vehicle equivalents are available and assisted cycle purchase schemes are supported where possible. Showering and cycle parking facilities are available at all sites or reasonable alternatives are provided. Reasonable alternatives could involve use of facilities in neighbouring buildings, employees given extra time for amenities further away etc. Offer cycling training and maintenance. Sustrans: www.sustrans.org.uk



Self-assessment Standards for **Healthy Eating**

Commitment	FM	PM	NM	NA	Examples and Guidance	Notes/Evidence
Provide information on healthy eating.	●	●	●	●	Notice board, intranet page, newsletter etc. Further information and support from: Change 4 Life: www.nhs.uk/change4life • Local health promotion teams. NHS good food health advice: www.nhs.uk/LiveWell • NICE guidance: www.nice.org.uk	
The organisation actively promotes healthy food options.	●	●	●	●	Information is made available on healthy choices. Change 4 Life: www.nhs.uk/change4life	
Where food is 'provided on site' (vending machines, canteens/restaurants or mobile catering) healthy options are provided.	●	●	●	●	Healthy options are marked.	
Any kitchen facilities or beverage areas are in good condition, and comply with food hygiene regulations.	●	●	●	●	Physical evidence. Evidence from any Environmental Health inspections Toolkit for employers. Food Standards Agency: www.food.gov.uk and www.workplacesafetyadvice.co.uk	
Achievement						
Any on-site catering facilities provide healthier options that are actively promoted.	●	●	●	●	'Commissioning Healthier Catering and Hospitality: Investing in a Healthy Workforce – Guidance on healthier catering and hospitality' www.emphasisnetwork.org.uk • Sustain web: www.sustainweb.org	
All workplaces have access to fresh drinking water.	●	●	●	●	Physical evidence.	
Staff are supported to eat healthy meals.	●	●	●	●	Information is provided on sugar, salt and fat content of food/menu options. Provision of fridges and microwaves in beverage and kitchen areas. Provision of information on healthy self catering. Balance of good health. Change 4 Life: www.nhs.uk/change4life • Staff involvement in menu development. Free or subsidised fruit provided for staff.	

Excellence

A corporate healthy eating food plan, guidelines or similar has been produced in consultation with staff that covers:

- Corporate hospitality
- Catering provision
- Local sourcing of food using local providers
- Vending/in-house catering pricing strategy to promote healthy options
- Local healthy food availability for staff considered as part of facilities management

Tailored programmes to improve understanding and take-up of healthier diets are offered.

All food policies, plans and provision are reviewed on a regular basis with active staff engagement. Policies are supported at board level.

Wherever possible, eating facilities are provided away from work areas that are clean and user friendly. Use of these facilities is promoted to ensure regular breaks from the work area.

Plan or policy supported by evidence of collaboration with employees at all levels. Further assistance can be found at: Change 4 Life: www.nhs.uk/change4life

- www.eatwell.gov.uk • www.food.gov.uk • www.5aday.nhs.uk • Includes review of in-house menu which complies with commissioning guidance on healthy catering and hospitality.

Information should be easy to access and well promoted. Staff should be aware of how to access this information and its existence. Weight management programmes. Incentives to promote healthy options e.g. healthy options are cheaper. Change 4 Life pack for employers www.nhs.uk/change4life

Policy approval documentation and review schedule. Board/Executive support should be indicated in Board minutes or formal approval. Staff Forums.

Physical evidence supported by employee opinion via survey, working group or staff representative. Guidance for employees on use of the facility is well publicised. Where not possible, this is justified and reasonable with evidence of consideration.



Self-assessment Standards for Alcohol and Substance Misuse

Commitment	FM	PM	NM	NA	Examples and Guidance	Notes/Evidence
<p>Employees are provided with information about the effects of alcohol and substance misuse. Sources of further information and support are readily available.</p>	●	●	●	●	<p>Notice board, intranet page, newsletter, minutes of meetings etc. See: www.nhs.uk/livewell • Signposting to local services and availability/provision of information and self help leaflets to enable employees to seek independent and confidential advice and support e.g. Department of Health 'Your drinking and you' leaflets: www.drinking.nhs.uk • Change4Life swap materials: www.nhs.uk/Change4Life</p>	
<p>Employees are supported in seeking help to treat alcohol or substance misuse issues.</p>	●	●	●	●	<p>Staff survey indicating knowledge or evidence of intranet/staff newsletter, location of further information etc.</p>	
<h3>Achievement</h3>						
<p>A policy is in place regarding the use of alcohol and other substances in the workplace that is clear and consistent.</p>	●	●	●	●	<p>Policy and methods of communication with employees. Model policy available from the Health and Safety Executive website with guidance on how to deal with workplace alcohol and drugs issues, see www.hse.gov.uk/simple-health-safety</p>	
<p>Employees are aware of the policy, what it means and the support available.</p>	●	●	●	●	<p>Minutes of meetings, staff survey indicating knowledge or evidence of intranet/staff newsletter location of further information etc.</p>	
<p>Managers at all levels are aware of why staff may be reluctant to come forward with their problems with alcohol and substance misuse. Managers actively promote the use of external help and rehabilitation when approached.</p>	●	●	●	●	<p>Management training, guidance or policy etc. Clear signposting of support available. Identification and Brief Advice (IBA) Tools training for leaders to help support staff experiencing problems. See Alcohol Learning Centre: www.alcohollearningcentre.org.uk</p>	
<p>Employees need to be aware of link between alcohol, substance misuse and stress in the workplace.</p>	●	●	●	●	<p>See: www.drinkaware.co.uk and www.healthatwork.org.uk</p>	

Excellence

<p>Staff representatives from various levels of the organisation are involved in the development or review of the policy which addresses alcohol and other substances.</p>	●	●	●	●	<p>Copy of minutes from meetings, emails, reports, staff survey etc.</p>	
<p>Alcohol policy includes guidelines on the use of alcohol at business functions.</p>	●	●	●	●	<p>Copy of policy and confirmation of approval from director or board level.</p>	
<p>Employee code of conduct has been established and well publicised.</p>	●	●	●	●	<p>Copy of code and evidence of publication methods/staff awareness via staff survey etc.</p>	
<p>Managers have access to information on how to identify the signs of alcohol/substance misuse and are aware of where to obtain support or signpost employees with a problem.</p>	●	●	●	●	<p>Staff survey, training records from appropriate courses, policy, procedure etc. Identification and Brief Advice (IBA) training. See Alcohol Learning Centre: www.alcohollearningcentre.org.uk Signposting to local services and availability/provision of information and self-help leaflets. Contact local health promotion teams. See www.talktofrank.com</p>	
<p>New staff are made aware of how to access relevant policies, information and support services at the point of induction.</p>	●	●	●	●	<p>Induction information, staff survey etc. Must be relevant to staff regarding health and well-being and can be generic as long as alcohol is covered.</p>	

How do I do this?

1 How healthy is your business?

- Health surveys
 - health status of staff and the business
 - awareness of health needs – ask them!

2 Is workplace health **embedded** into your business?

- Identify a workplace health and well-being champion
- Board reports on progress
- Policies and procedures in place

3 Are you engaging with your **staff**?

- Staff focus-groups
- Suggestion box
- Health, Work and Wellbeing group
- Good communication using appropriate media

4 What will **success** look like?

- Action plans
- Identify quick wins and longer term goals
- Make local connections to health promotion teams

5 How will you know you've **got it right**?

- Evaluate your programme
- Record your progress
- What changes in absenteeism have you seen?
- Has it been easier to recruit new staff?
- Has your staff turnover reduced?
- Have you seen an improvement in productivity?
- Has your business reduced costs?
- Is there a change in morale? Make sure you find out staff opinion!
- Is there a change in disciplinary numbers?

