Introduction

Welcome to the **Healthy Working Lives Bronze Award** portfolio.

Congratulations on taking the first step towards developing a planned and integrated approach to improving health at work. Indeed, you may already fulfil some of the criteria and be well on your way to qualifying for the Award!

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

You will be required to build a portfolio of evidence to be assessed.

Your Healthy Working Lives Adviser will discuss the contents of the portfolio with you before you begin working towards the Bronze Award.

It is important that:

- you are aware of the overall framework of the **Bronze Award**; that is, which criteria are **core** (essential) and **additional** (optional)
- you are aware of the resources available to support you in undertaking each criteria – 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 the assessor will be looking for when you are ready for assessment.

Once you have achieved the **Bronze** Award, hopefully you will progress to the **Silver** Award, then to **Gold** and consider working towards the **Healthy Working Lives Mental Health and Wellbeing Commendation** Award.

Your Bronze Award will remain valid for three years. A yearly review will be carried out by your Adviser and then it can be reassessed in Year 3. If you choose to progress to Silver, this will include maintaining the standards you achieved for Bronze.

On the next two pages we have set out the role of the **Scottish Centre for Healthy Working Lives** in creating and managing the Healthy Working Lives Award Programme and how we will use the information you submit.

Please read the following pages carefully.

The Award Programme is supported and endorsed by the Confederation of British Industry (CBI) Scotland, the Federation of Small Businesses (FSB), the Scottish Trades Union Congress (STUC), the Scottish Government, the Health and Safety Executive (HSE), NHS Scotland, the Convention of Scottish Local Authorities (COSLA), Jobcentre Plus, Scottish Enterprise, Highlands and Islands Enterprise (HIE) and the Scottish Council for Voluntary Organisations (SCVO).

Role of the Scottish Centre for Healthy Working Lives

Please read the following carefully.
Submitting your registration and participating in the Bronze Award will constitute acceptance of this disclaimer without modification or amendment.

The role of the Scottish Centre for Healthy Working Lives ('the Centre') is to promote healthier and safer workplaces by reviewing working environments and offering Scottish employers guidance and support in the implementation of successful safety, health and employment policies and practices.

The Centre 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 the Centre 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 Health and Safety and Employment legislation). Participation in the programme does not remove, replace, or qualify to any extent the participant's obligation to comply with the law (including health and safety and employment law).

All advice provided by the Centre is based on the information that the participant has provided about the circumstances of his or her business/organisation. Even though the Centre 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 the Centre 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 the Centre as to the adequacy or adequate implementation of such recommendation and review, for the purposes of compliance with the law, including health and safety and employment legislation.

The Centre 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.

Portfolio submission – use of information

By completing the registration form you have consented to the Scottish Centre for Healthy Working Lives ('the Centre') 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 the **Healthy Working Lives Award Programme**.

The information you provide will be processed by the Centre and will be passed on to our 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.

The Centre 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 or training purposes.

You have the right at any time to change your registration details or cancel your registration by contacting the Centre. You also have the right at any time to request a copy of the information we hold on you and your business (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.

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

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 workplace 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 the Centre).

Accordingly, the Centre may, at its absolute discretion, suspend the participation of a business or organisation in the Programme, withdraw an Award, or postpone the presentation of an Award.

Summary of criteria

Getting started

To participate in the Award Programme, it is important that you are addressing your minimum health and safety requirements. Therefore you are asked to complete and submit a signed Award checklist and provide evidence to be reviewed by your Adviser prior to assessment.

Core criteria

The workplace **must** meet all of the following criteria:

1. **Address Healthy Working Lives in the workplace**

a) Set up a Healthy Working Lives working group

b) Identify and support staff roles and responsibilities

2. **Assess safety and health needs in the workplace**

a) Undertake a health needs assessment for staff and prepare an action plan

b) Develop an occupational health and safety action plan

c) Plan and record staff training in occupational health and safety

3. **Raise awareness of Healthy Working Lives**

a) Provide information and activities, prioritised on the findings from the Health Needs Assessment and Health and Safety Action Plan or from any other relevant sources

b) Implement a policy on smoking and provide access to smoking cessation support

Additional criteria

The workplace must choose to undertake TWO of the following five criteria:

1. **Healthy eating**
   Promote access to healthier food choices.

2. **Support staff attendance**
   Identify why staff may have difficulty attending work.

3. **Mental health awareness**
   Provide information and undertake awareness-raising around mental health and wellbeing issues, including stress.

4. **Avoid accidents in the workplace**
   Encourage workplaces to report and act on accidents, incidents and 'near misses' to reduce injuries and lost time.

5. **Health and the environment**
   Encourage workplaces to raise awareness of their impact on the wider environment.

Healthy Working Lives guidance notes

Definitions

A **topic** is a subject which reflects the wider agenda of Healthy Working Lives. It may be health promotion, health and safety, environment, community health or employability, and should be selected following a health needs assessment within the organisation. The topic can be promoted via information campaigns and activities:

An **information campaign** is the availability and distribution of leaflets, posters, the use of the intranet and other media.

An **activity** involves both an event and an information campaign designed to encourage staff participation and engagement, e.g health fairs, taster sessions, competitions.

Topics to be undertaken at each level of the Award Programme:

Bronze Award
Promote four topics per year, two of which must be activities and two of which can be information campaigns.

A topic may be developed at Bronze and then again at Silver, when a significantly different approach can be demonstrated.

Silver Award
Maintain Bronze Award by promoting four topics per year, two of which must be activities and two of which can be information campaigns.

A topic may be developed at Silver, and again at Gold, when a significantly different approach can be demonstrated.

Gold Award
Maintain Bronze and Silver Awards by promoting four topics per year.

During the course of the three-year strategy, a minimum of two new topics not previously covered should be introduced.

Choice of topic being promoted

When a topic is being actively promoted within a criterion, the same topic cannot be used to satisfy the criterion on information campaigns and activities.

Evidence cannot be used to fulfil more than one criterion at the same level.

As an exception, it is important that the Healthy Working Lives Award can fully dovetail with local NHS/Community Planning health priorities programmes, and that engagement in such priorities can be enabled through the framework of the Award Programme. Because of the flexibility in terms of the range of topics that can be pursued under Bronze criterion 3a, this criterion provides a useful vehicle for supporting such local initiatives.

As such, certain topics can be accepted as an activity at Bronze 3a, even though they are already being pursued by a client under another existing core or additional criterion.

There are two conditions governing this:

- It must contribute to a major priority programme as set by an NHS Board and/or Community Planning Partnership.
- It must be of significant scale and requiring additional effort on behalf of a client organisation that also goes well beyond that necessary to meet the other criterion.

By definition, therefore, such an initiative could only count as an activity, and not as an information campaign.

Example
While Bronze criterion 3b requires organisations to implement a smoking policy, including the provision of access to smoking cessation support, active and high profile engagement with an NHS Board-sponsored programme of smoking cessation support could be counted separately for Bronze criterion 3a.

Similarly, at Silver criterion 1a, where an organisation is required to implement a workplace policy on alcohol, maintenance of Bronze criterion 3a could be fulfilled by active engagement in a high-profile NHS Board programme of work to tackle alcohol abuse.

Reviews and assessments

Organisations not progressing to the next level will have an annual review following an Adviser visit. In year three, an Assessor will carry out a re-assessment.

At Gold level, there will be an annual review following an Adviser visit. In year three, an Assessor will carry out a re-assessment.

To maintain the Mental Health and Wellbeing Commendation Award, there will be an annual review following an Adviser visit. In year three, an Assessor will carry out a re-assessment.

Healthy Working Lives Award checklist

Prior to assessment for the Bronze Award, organisations are required to complete the following Healthy Working Lives Award checklist.

The purpose of the checklist is to ensure that every organisation being assessed for a Healthy Working Lives Award is aware of its basic occupational health and safety requirements before assessment for an Award. Many parts of the Award Programme take organisations further than their legal requirements, and it is therefore important that they have a broad understanding of their requirements before encouraging them to develop specific areas.

The checklist can be completed at any time prior to assessment, but assessment cannot be undertaken until the checklist has been completed. In addition, if there is outstanding health and safety enforcement action(s) against the organisation (or section of the organisation) undertaking the Award (this will include those under appeal), the assessment cannot be undertaken until the enforcement action is resolved.

The Healthy Working Lives Adviser will either observe compliance or review evidence from the organisation on each item on the checklist.

The checklist is laid out as follows:
In the first column there are questions to be answered by the organisation. All the answers given in the second column must be 'Yes' or 'Exempt' before an organisation can be assessed.

In the third column, a short explanation is given for each question, plus some pointers to getting extra help. For every question, more assistance can be obtained from a Healthy Working Lives Adviser and/or the Healthy Working Lives Adviceline on **0800 019 2211.**

The fourth column sets out the evidence that a Healthy Working Lives Adviser must see to support the answer given.

By the time an organisation is ready for assessment, all the relevant boxes in the second column must be ticked by the organisation and all the appropriate boxes in the 'for official use only' column should be ticked or signed by an Adviser. The completed checklist should be signed by the person who has ultimate responsibility for occupational health and safety (for the site registered) immediately prior to portfolio submission and included in the Award portfolio.

If at any point during completion of this checklist an organisation is unsure about what is required to answer the questions, or cannot confidently tick 'Yes', or where appropriate, 'Exempt' to each question, extra advice and assistance can be obtained from the **Scottish Centre for Healthy Working Lives Adviceline** on **0800 019 2211** or by visiting the website at **www.healthyworkinglives.com**

A random sample of organisations going forward for assessment for an Award will be audited on the items in this checklist. This will involve a visit to your premises by a Healthy Working Lives assessor, specifically to identify and verify the evidence presented in the portfolio in relation to the checklist.

Checklist

Question		What do we mean?	Supporting evidence	Office use only
Do you have Employers' Liability Compulsory Insurance?	Yes No Exempt	If you employ staff you require Employers' Liability Compulsory Insurance (ELCI). The certificate must be displayed in your workplace where all your staff can see it; for example on a noticeboard or electronically on an intranet site or other accessible way. The certificate is valid for one year and must be current at the time of submission. Certain government organisations and some family businesses are exempt from ECLI. More information is available from the HSE website at: **www.hse.gov.uk/pubns/hse39.pdf**	**1.** Adviser has viewed either ELCI certificate displayed in an area where staff can see it, or it is available electronically. **or** Copy of certificate sent as evidence **plus** **2.** The certificate must be valid, for example it relates to the organisation concerned and less than one year old	1. 2. Exempt
Do you display a health and safety law poster or provide pocket cards to staff?	Yes No	Employers and staff have duties under health and safety legislation. Information on these duties is available on a health and safety law poster. If you have employees you must display the health and safety law poster or provide workers with a pocket card showing the same information. The poster has information boxes showing who is responsible for health and safety and where to get help. These boxes must be filled in correctly. The poster can be purchased from HSE website at: **www.hse.gov.uk/books** The pocket card can be downloaded from the HSE website: **www.hse.gov.uk/pubns/law.pdf**	Adviser has viewed poster and boxes correctly filled in **or** Evidence submitted that pocket cards are given to each employee (usually as part of induction)	
Do you display a 'No Smoking' sign in your workplace?	Yes No	Since the law in Scotland changed, it is now an offence to allow smoking in an enclosed workplace. All workplaces must display a statutory 'No smoking' sign at the entrance to their premises. Samples of 'No smoking' signs can be downloaded from: **www.clearingtheairscotland.com**	Adviser has viewed statutory 'No Smoking' sign displayed **or** Evidence submitted that statutory 'No Smoking' signs are displayed in the workplace	

Checklist

Question		What do we mean?	Supporting evidence	Office use only
Do you have a written health and safety policy?	Yes No	All organisations striving to achieve a HWL Award must have a written policy. A written health and safety policy helps show that the organisation has thought about how it will manage its safety issues and has nominated individuals with responsibility for taking this process forward. Leaflets on policy development and examples can be downloaded from the HSE website at: **www.hse.gov.uk/business/policy.htm** **www.hse.gov.uk/pubns/indg259.pdf**	Adviser has viewed a copy of current health and safety policy **and** Policy is signed by a director and dated **and** There are named individuals with responsibility for aspects of safety **and** Policy states there is a review process, and is revised as necessary **and** If policy is old, there is evidence of review	
Do you have access to competent advice on health and safety?	Yes No	All organisations are required to have access to competent advice on health and safety. This can be workers from your organisation who have the correct skills and knowledge, external consultants/Advisers or a combination of these. Many organisations offer advice and assistance. Some will charge for their help.	Adviser has reviewed a letter of engagement of an external consultant **or** Name and qualifications of internal appointment **or** Supporting documentation on how the organisation has addressed the need for competent advice	
Do you carry out consultation on health and safety with your staff?	Yes No	Regulations require organisations to consult with staff on issues that could affect their health or safety at work; for example, the introduction of new equipment or working practices. There are many suitable ways of doing this, from using noticeboards or having formal workplace reps to liaise with staff, to direct discussion or communication on a one-to-one or group basis. Leaflets on consultation can be downloaded from the HSE website at: **www.hse.gov.uk/pubns/indg232.pdf**	Adviser has viewed examples of consultation methodology, e.g. noticeboards, minutes **or** Methods of consultation outlined in policy of procedure	

Checklist

Question		What do we mean?	Supporting evidence	Office use only
Do you carry out induction training with new staff?	Yes No	Training your staff is critical to ensure that they know what hazards and risks they may face at work and how to deal with them. You must provide free health and safety training for your staff. At this stage we are looking for evidence of the training you provide to all new staff when they join your organisation. This must include procedures for fire, first aid and accident reporting.	Adviser has reviewed evidence of content of training relating to fire, first-aid information and accident reporting **and** The organisation has provided evidence/records of staff training	
Do you keep records of accidents and incidents and report to the enforcing authority where necessary?	Yes No	If you are an employer, self-employed or in control of work premises, you must report some (more serious) work-related accidents, diseases and dangerous occurrences to the enforcing authorities. It is also good practice to keep a record of less serious accidents and incidents within your workplace. Most organisations do this with an accident book or internal accident reporting system and inform staff of this procedure at induction training. The current HSE accident books comply with the Data Protection Act, as should any internal system adopted. Leaflets on accident reporting/investigation and RIDDOR can be downloaded from the HSE website.	Advisers has seen a written accident reporting system, for example on a noticeboard **or** A written statement of how reporting is carried out plus a copy of a blank accident form or copy cover of current report form booklet	
Do you carry out risk assessments?	Yes No	Risk assessments are the most basic way of identifying where there are dangers in your workplace, to staff or others. They also provide a record that you have identified these and are working to make any necessary Risk assessments should include consideration of fire risk, general workplace hazards, and specific risks to certain staff such as manual handling, stress or use of display screen equipment. Leaflets on risk assessment can be downloaded from the HSE website at: **www.hse.gov.uk/contact/faqs/riskassess.htm**	Adviser has viewed information on named persons who carry out risk assessments **and** Information on the training or experience of these individuals to perform risk assessments **and** Evidence of a process of risk assessment, e.g. a sample of a complete risk assessment following the 5 steps format - leaflet available from the HSE website **and** Documentation on how the findings of assessments are disseminated to staff	

Checklist

Question		What do we mean?	Supporting evidence	Office use only
Do your staff have access to suitable welfare facilities?	Yes	Basic welfare facilities need to be provided for all staff, regardless of their work location. Companies should make arrangements to ensure that all staff have access to toilets, hot and cold water, clothes storage (if needed) plus washing facilities, clean facilities to eat and drinking water. Leaflet on welfare standards can be downloaded from the HSE website at: **www.hse.gov.uk/pubns/indg244.pdf**	Adviser has viewed welfare facilities and considers that they are adequate for the site visited **and** Declaration that arrangements are in place for peripatetic workers	
	No			

This checklist has been prepared for the specific purposes of the Healthy Working Lives Award Programme. Prior to assessment for the Healthy Working Lives Bronze Award, organisations are required to complete it to demonstrate that they meet the minimum health and safety requirements. The acceptance of the checklist by the Scottish Centre for Healthy Working Lives ('the Centre') does not constitute certification or warranty by the Centre of the organisation's compliance with health and safety legislation.

The organisation understands and accepts that, while the Centre and its Advisers may identify issues which need to be addressed and may offer guidance on the development of a health and safety policy to assist the participant in meeting the requirements of health and safety law, the Centre cannot and does not certify adequate implementation of such a policy.

The Centre and its Advisers therefore disclaim, to the fullest extent permitted by law, all liability for their recommendations, because such recommendations do not necessarily guarantee compliance by the participant with health and safety legislation. The organisation will have to satisfy itself as to the steps to be taken to ensure compliance with health and safety law and any recommendations made by the Advisers should not be used as a substitute of legal advice.

Declaration

Completion of Healthy Working Lives Award checklist

On completion of all sections of the Award checklist, the person responsible for ensuring health and safety within the organisation should sign off the checklist. This signature indicates that the person undersigned is, to the best of their knowledge, satisfied that the organisation has completed the checklist accurately and that there are no unresolved health and safety enforcement actions (this includes those under appeal) against the section of the organisation that is going forward for assessment.

Name

Position in organisation

Date

Signed

Signed by Healthy Working Lives Advisers

Name

Signed

Name

Signed

Name

Signed

Criterion 1

Address Healthy Working Lives in the workplace

This criterion marks the beginning of the journey towards achieving a Healthy Working Lives Award. There are three elements that combine to establish a foundation within your workplace for taking Healthy Working Lives forward.

Central to this is identifying a group responsible for implementing all aspects of the Award Programme. The organisation must also ensure that staff with specific duties in relation to Healthy Working Lives are supported in their roles.

Criterion 1a

Establish a working group for Healthy Working Lives that represents staff from all levels of your organisation. This group should include representation from management, occupational health and safety, human resources, or staff who are responsible for these areas. Where relevant, a union representative should also be included.

or

Demonstrate that an existing group(s) within your organisation has been given responsibility for all aspects of Healthy Working Lives, for example an occupational health and safety committee.

Criterion 1a seeks to establish that there is a suitable system/process in place to ensure:

- effective staff involvement/two-way communication in the Healthy Working Lives Award Programme
- appropriate commitment and support from management
- the future development of the programme is not entirely the responsibility of one or two individuals.

As a rule, organisations will be expected to fulfil this criterion using either a new or an existing working group. Only in exceptional circumstances (for example a very small organisation) will an alternative to a working group be considered appropriate. Where this is chosen, a minimum of two people should be involved in taking forward the Healthy Working Lives Award Programme. Organisations are encouraged to seek advice from their Healthy Working Lives Adviser.

Members should represent all areas and levels of the organisation. However, it is more important that the group is made up of a balance of employees who are able to raise issues on behalf of the workforce and, at the same time, take forward Healthy Working Lives initiatives within the workplace.

Portfolio evidence

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

- A statement outlining the role of the group within the organisation.
- Where there is an alternative to a working group, a statement explaining what the alternative is and why it is appropriate to the organisation.
- Who the group members are (area of work/grade).
- Agendas and minutes of the previous three to six meetings, or a report on what the group has been doing in the previous three to six months.
- Evidence of communication from the group to all staff.

Assessment interview/site visit

The assessor may ask:

- about issues that the group has tackled and why
- about activities that the group has organised and/or plans for staff input to the group's work and how this is implemented
- about the role of senior management in resolving identified issues
- about the consultation process for health and safety.

Criterion 1b

Identify and support staff with roles and responsibilities for Health and Wellbeing in the workplace.

Every organisation will be different, depending on the size of its workforce and the nature of its business. Criterion 1b encourages your organisation to identify staff who support the work of the working group and contribute to the health and wellbeing agenda. You must also demonstrate how these staff are supported to fulfil this responsibility.

Organisations are expected to carry out the following:

- Identify members of staff that have supportive roles and responsibilities for health and wellbeing within the organisation; including for example occupational health, health and safety, facilities, catering and transport. The staff could be identified in an organisational chart, action plans, staff job descriptions, the Healthy Working Lives working group or from any other process.
- Use internal procedures to ensure that staff are aware of, and are meeting, the roles and responsibilities outlined for them. Examples of internal procedures include: the staff appraisal process, sign-off of equipment, tasks or functions or projects within specified time scales or through staff interviews.
- Where the internal procedures show that the roles and responsibilities have not been fully met, the organisation should outline and provide evidence of support to the staff concerned .

Portfolio evidence

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

- Documentation outlining an individual's responsibility for particular tasks or functions, e.g. job description, inclusion in policy, action plan designation, flow chart, roles of group with specific individuals identified as leads or written record.
- Evidence that this responsibility has been discussed or considered by line managers and successfully fulfilled, e.g. evidence of task completion, PDP record of discussion, staff appraisal formats, witness statement.
- Evidence of organisational assistance and support such as mentoring, coaching and shadowing.

Assessment interview/site visit

The assessor may ask:

- how the organisation identifies that specific items are designated to individuals and carried out
- about the support given to individuals to ensure they achieve the goal
- about the process the organisation uses to ensure that identified tasks are carried out correctly.

Criterion 2

Assess safety and health needs in the workplace

This criterion seeks to ensure that a Healthy Working Lives Award Programme relevant to your staff and organisation is developed.

This requires you to identify the health issues of concern to your staff and the occupational health and safety priorities of your organisation.

Finally, all staff should receive relevant training in occupational health and safety to ensure they can carry out their jobs.

Criterion 2a

Consult staff to identify the health issues that are of concern to them. Develop an action plan from the results, or demonstrate that they are included in a Healthy Working Lives action plan.

Criterion 2a encourages you to find out, in a structured way, the health issues that are of concern to your staff and to identify ways to address them. The key principle is to ensure that there is meaningful staff consultation and/or adequate arrangements for staff to communicate which health issues and topics are of concern to them. This must be conducted at least every three years.

To fulfil this criterion, three aspects of health must be covered:

- Individual lifestyle (e.g. smoking, alcohol, healthy eating, mental health).
- Workplace environment (e.g. health and safety, welfare facilities, temperature, lighting).
- Organisational (stress, policies, staff support services).

A number of methods can be used to fulfil this criterion. (Care should be taken to protect individual confidentiality during the consultation process.)

These include:

- A survey carried out by an internal or external agency in the previous three years.
- An amalgam of relevant surveys that have already been carried out in the previous three years as part of ongoing staff consultation (e.g. stress audit, organisational development surveys).
- Information gathered from occupational health medicals/health assessments. Relevant issues could include: occupational ill health, health and safety risks, occupational stress and individual lifestyle factors. Staff confidentiality must be ensured in the reporting of the results.

- Formal consultation with a number of staff groups, e.g. occupational health and safety. These groups must be seen to be truly representative of staff. This option is more suited to larger organisations with a number of groups to whom staff can communicate.

- Group discussions, with all staff having an opportunity to participate, or a mechanism in place to ensure groups are representative. Discussions should take place in an environment where staff feel equal, and free to speak honestly.

Organisations who choose to fulfil this criterion with a variety of methods rather than one survey should seek advice from their Healthy Working Lives Adviser to ensure the requirements will be met.

Organisations are expected to provide feedback to staff on any consultation exercise carried out – although it is accepted that the report to staff may be less comprehensive than the report which management receives.

The organisation must develop an action plan from the results, to be reviewed on an annual basis. The action plan should include: the identified health issues, proposed action, persons responsible and timescales. The action plan must be communicated to all staff.

Portfolio evidence

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

- A copy of a current action plan developed from the results.

- Details of the methods used.

- Copies of assessment tool(s)/ questionnaires, etc.

- For a survey, details of the response rate and sample size.

- How the results were fed back to staff and how staff responded.

Assessment interview/site visit

The assessor may ask:

- about the approach used to ensure that any sample was representative of staff

- about the main findings of the needs assessment and the content of the action plan.

Criterion 2b

Develop an occupational health and safety action plan, or demonstrate that occupational health and safety is included in a Healthy Working Lives action plan.

Criterion 2b builds upon many of the minimum requirements addressed in the Healthy Working Lives checklist. Organisations are required to identify their occupational health and safety priorities and create an action plan.

Occupational health and safety priorities can be identified through a number of sources, e.g. accident rates, relevant health and safety legislation, the staff health needs assessment, or a workplace inspection. This inspection can be conducted in-house or with outside support, for example from Healthy Working Lives Advisers.

Once the organisation is aware of its priorities, a plan of action should be developed. For each priority, the organisation should identify who is responsible and outline any potential target date for improvement. It should also include details of how progress is communicated to senior management.

Depending on the size and nature of the organisation, some examples of action points include:

- Review the health and safety policy.
- Review and take steps towards a reduction in accident/incident rates.
- Undertake occupational health and safety awareness campaigns.
- Promotion of occupational health and safety best practice through risk assessment and implementation of control measures.
- Carry out appropriate health and safety training.
- Undertake statutory examinations where appropriate.

Staff should be informed about the action planning process. The action plan can be cross-referenced to, or combined with, other action plans to form a Healthy Working Lives action plan.

Portfolio evidence

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

- A current action plan developed or reviewed in the past 12 months, outlining organisational priorities for occupational health and safety.
- Evidence of the process for reporting updates and information to management and staff.

Assessment interview/site visit

The assessor may ask:

- who carried out the action plan assessment process
- who was involved in the formulation of the action plan

- how the action plan was developed, for example how priorities were identified
- about the management commitment to completing the required actions to deliver the outcomes from the plan
- about the process for reporting to management on progress
- a line manager if they are aware of the health and safey action plan and how it impacts on their area of responsibility
- about any improvements in working conditions/practices as a result of the action planning process.

Criterion 2c
Plan and record staff training in relation to occupational health and safety

Effective staff training is an investment for the future, regardless of whether it is used to improve skills, make use of the latest technology, give employees greater job satisfaction, or to ensure the development of safe working practices and a safety culture. This criterion looks beyond the basic induction training required in the Healthy Working Lives checklist and addresses job-specific and ongoing training, ensuring that staff are competent to carry out their work activities safely.

Effective training helps to:

- develop a positive occupational health and safety culture
- ensure employees, their colleagues and others are not injured or made ill by work
- demonstrate how occupational health and safety could be better managed to ensure employers continue to work to protect the health, safety and welfare of their workers.

In this criterion, organisations must have identified the training requirements of all their staff and indicate how these are being addressed.

Organisations are required to:

- identify the occupational health and safety training needs for each role and for staff with specific roles and responsibilities. These could come from reference to risk assessments, policy, appraisals, formal role identification and many other methods
- record individual training requirements, showing topic, date, method and duration of training, which should be provided during working hours
- review training needs periodically, especially when activities or roles change

With all training, whether health-related or safety-based, delivered internally or externally, the organisation should take steps to ensure that the provider is competent to deliver what is needed. A record of who provided the training should be kept, along with the content of the training and evidence that the individual was competent to deliver the content.

Where successful training results in certification, this should be recorded and copies of documentation retained.

Portfolio evidence

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

- A current plan that has been developed or reviewed in the last 12 months, outlining the organisational priorities for training.
- Risk assessments or other documentation that shows training needs that can be traced to delivery.
- Samples of training records including refresher training, e.g. training matrix, depersonalised training records.

Assessment interview/site visit

The assessor may ask:

- who carried out the training needs assessment
- how the training was carried out
- who was involved in carrying out the training
- about management commitment to training
- for evidence of review of training needs
- about the process of reporting to management on progress of training
- a line manager if they are aware of the health and safety training plan and how it impacts on their area of responsibility
- about any improvements in safe working practice as a result of the training process.

Criterion 3

Raise awareness of Healthy Working Lives

This criterion requires organisations to promote topics that have been identified as relevant to their staff, and also to protect staff from the effects of smoking through the implementation of a smoking policy and smoking cessation support.

Criterion 3a

Provide relevant health information on a regular basis

Criterion 3a seeks to ensure that organisations use a range of approaches to raise awareness about health topics relevant to their staff. The health topics addressed may have been identified in the survey of staff conducted under Bronze core criterion 2a, e.g. physical activity, alcohol, or employability. Organisations can also address other issues that have been raised through, for example, staff suggestions or occupational health and safety statistics.

The topics should not be those that the organisation would normally be expected to undertake to meet their occupational health and safety obligations, e.g. manual handling. However, the organisation could choose to support and develop an information or awareness campaign in relation to the wider topic of back care that includes lifting objects in and out of work.

As a minimum standard, four topics must have been covered in each 12-month period.

All four topics can be promoted via information (e.g. noticeboards, email, intranet, newsletters) but at least two topics must also be promoted via activities encouraging staff participation (e.g. health fairs, competitions, taster sessions).

The information/activities provided should be accurate and accessible to all staff. Organisations should be encouraged to allow staff time out to attend the activities, but it is not absolutely necessary for this condition to be met.

Information and activities targeted towards a specific group of staff, for example sun awareness for outdoor workers, are acceptable as long as all staff have access to the information. Organisations should contact their Healthy Working Lives Adviser for clarification.

Portfolio evidence

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

- Details of the four topics covered and rationale behind their selection.
- Details of event(s), type(s), date(s) and topics covered including approximate numbers attending, feedback and evaluation.
- Details of how the activities were promoted.

Assessment interview/site visit

The assessor may ask:

- about the rationale for the topics chosen and the range of approaches used to raise awareness
- how each activity was promoted to staff, the level of uptake among staff and the feedback received about future topics.

Criterion 3b

Implement a written policy on smoking that complies with legislation and provides smoking cessation support.

Smoking policies state the rules and procedures in relation to smoking and second-hand smoke in a workplace. The policy should protect employees from second-hand smoke while at work, provide support for staff who wish to give up smoking, and contribute to a healthier environment where not smoking is the norm.

The Smoking Health and Social Care (Scotland) Act 2005 requires that employers, employees, customers, visitors and contractors are not allowed to smoke in wholly or substantially enclosed areas of premises. Substantially enclosed areas of premises are those that have a roof, and walls on at least 50% of their perimeter.

There are a few exemptions, mainly on humanitarian grounds. The exemptions are: residential accommodation, designated rooms in adult care homes, adult hospices, designated rooms in psychiatric hospitals and units, designated hotel bedrooms, designated detention or interview rooms, designated rooms in offender accommodation premises, offshore installations, private vehicles, certain laboratory rooms, submarines and refuelling vessels.

Essential components

The policy should be set out in a written document to include the following essential elements:

- A statement that refers to the Smoking Health and Social Care (Scotland) Act 2005.
- A statement that smoking is prohibited for all staff, visitors, customers and contractors within the working environment. This includes company vehicles (light and heavy goods) and private vehicles used by staff as part of their work, when carrying passengers.
- For exempt sites, the policy must state that smoking is only permitted in internal designated areas, which comply with the law, for residents (on humanitarian grounds).
- For staff who work in a smoky environment, within an exempt site:
  - a risk assessment should be carried out
  - employee exposure to second-hand smoke should be reduced by adopting a safer system of work.
- The policy, and any supporting information, should:
  - mention the responsibility of all employees to comply with policy conditions equally
  - detail how a breach of the policy is dealt with, and by whom

- outline the training or guidance provided for managers to assist with the effective implementation and enforcement of the policy
- include an implementation date
- outline when the review is undertaken, and by whom
- detail what cessation support will be offered, and how smokers can access it.

Recommended components

Organisations should also consider including some of the following recommended elements:

- A statement that refers to the Health and Safety at Work Act 1974, and the Safety and Health of Pregnant Workers Directive (92/85/EEC).
- Evidence of consultation with all levels of staff during policy development (new policies only).
- A statement that contributes to the organisation's overall concern for the health, safety and welfare of staff.
- Guidance on where (for example, away from entrances, main doors, in external designated areas) and when (for example, not while on duty) people are allowed to smoke.
- Prohibition of smoking in all company cars and leased vehicles.
- That the policy or supporting information outlines a commitment to education/information provision for all staff on tobacco issues.
- The procedure to be undertaken should an employee, customer, visitor or contractor smoke in a no smoking premises.
- Details of the fines payable for those breaking the law as stated in the Smoking Health and Social Care (Scotland) Act 2005.
- The policy outlines the process for employees who wish to raise concerns/issues.
- Provision of smoking cessation services in-house or funding/part-funding/support for cessation therapies.
- Prohibition of the promotion and sale of tobacco products on site, except where this constitutes a normal part of the business of the organisation (e.g. shops selling tobacco).

Portfolio evidence

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

- A copy of the policy document.
- A copy of the completed HWL assessment tool (completed by your Adviser).
- Details of the monitoring and review process.

- Information on how the policy is communicated to new and existing staff.
- Details of smoking cessation support provided, including how staff are informed and numbers of staff attending.

Assessment interview/site visit
The assessor may ask:

- about the perception of how workable the policy is in practice and how it is viewed by staff
- whether any difficulties had been encountered, and if so, how they were overcome
- about the monitoring and review process
- what support is provided for staff who wish to give up smoking.

Additional criterion 1

Healthy eating

Maintaining a diet high in fruit and vegetables and low in salt, sugar and fat is essential to good health. The organisation should support staff to achieve a healthy diet by raising awareness of and increasing access to healthier options. This criterion aims to encourage organisations to promote the consumption of a healthy diet, promote the preparation and provision of meals that offer a balanced diet, and to increase access to healthier food choices for all staff.

Organisations must address both catering and non-catering facilities, where relevant. They must also address the requirements of shift workers and off-site workers.

Organisations with in-house catering facilities

Essential components:
All organisations with in-house catering facilities should:

a) provide healthy eating education/ information to staff annually

b) meet the healthy eating standards as outlined

c) fulfil their legal obligations to risk-assess mothers returning to work and make adjustments accordingly which support the mother to continue breastfeeding

d) ensure all their catering facilities are registered with their local authority as a food provider.

Recommended components:
It is recommended that organisations with in-house catering facilities should:

a) promote healthy eating through appropriate interactive activity

b) actively support employees (over and above the legal requirements) who wish to breastfeed on their return to work.*

* Organisations attaining a **healthyliving** award will automatically qualify for point b) above. However, organisations are not required to achieve the **healthyliving** award to meet this criterion.

Portfolio evidence

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

For organisations who have achieved the healthyliving award:

- Evidence of achieving the **healthyliving** award.
- Details of healthy eating information and activities provided to staff.
- Evidence of supporting mothers returning to work who wish to breastfeed (if applicable).

For organisations without a healthyliving award:

- Copy of a completed healthy eating criteria checklist.

- Copies of menus for one week, highlighting the healthy choices and, where necessary, establishing ingredients used and cooking methods.
- Copy of catering contract (or relevant section), if appropriate.
- Details of the way healthy choices are highlighted and promoted to staff.
- Details of healthy eating information and activities provided to staff.
- Evidence of supporting mothers returning to work who wish to breastfeed (if applicable).
- Evidence of registration with a local authority as a food provider.

Healthy eating standards for organisations with in-house catering facilities

This guidance is intended to support and inform the development and implementation of an organisation's healthy eating policy/ procedures.

When considering these criteria, organisations should look at the ingredients in their foods, how foods are prepared and how they are presented to customers.

Front of house – healthy choice items

Essential components:

At least one healthy choice* should be available in each section of the menu. The following menu sections apply: starters, sandwiches, hot meals, cold meals, salad bar, desserts and beverages.

For light meals, each selection should have a healthy choice, for example at least one healthy baked potato filling or a healthy soup option.

For main meals, a choice of at least two fresh, frozen or canned vegetables and/or salad should be served. Sauces, butter and dressings should be served separately.

Starchy foods such as pasta, rice, or potatoes must be available as an accompaniment to all main meals.

There should be at least one alternative to chipped, roast or sautéed potatoes, where provided.

Wholemeal or other high fibre types of bread/rolls, where provided.

Lower-fat milk (where milk is served either by the glass or in any other type of container or in tea/coffee).

Drinking water for staff at all times.

Fresh fruit.

Lower-fat spreads or unsaturated margarines as an alternative to butter.

Reduced sugar or sugar-free alternatives, where soft drinks are provided.

Drinking water and/or fruit teas should be available where refreshments are offered at meetings.

Recommended:
At least one healthy choice should be available at corporate entertainment and staff social events.

Wholegrain varieties of starchy foods, i.e. rice/pasta/cereals.

A choice of lower-fat salad dressings and fillings.

Artificial sweeteners – for hot drinks.

Low-fat vegetarian options.

Fruit juices/smoothies should be unsweetened, where sold.

Make low-fat varieties of yoghurt available, where yoghurt is sold.

Lower fat fruit-based desserts, where desserts are served.

Healthier options in vending machines.

*In the kitchen – Food preparation and serving methods for healthy choices

Essentials:
Choose alternative cooking methods to frying, such as steaming, grilling, microwaving.

Use only a small amount of oil when preparing or cooking the dish.

If using oils, choose unsaturated varieties, e.g. sunflower oil, olive oil, rapeseed oil.

Low-fat spreads or unsaturated margarine must be used as an alternative to butter in cooking and when preparing sandwiches.

Use semi-skimmed or skimmed milk.

Use leaner cuts of meat.

Trim fat off meat before serving and skim fat from surface of sauces/gravy and foods before serving.

Use little or no salt (and demonstrate a commitment to reducing it).

Substitute cream with lower-fat alternatives, e.g. fromage frais, very low-fat crème fraiche, and low-fat yoghurt.

Use small amounts of cheese (or lower fat cheese where possible).

Mayonnaise must be lower fat and used in small amounts.

Recommended:
Use as little sugar as possible when preparing dishes.

Incorporate vegetables into main meals, wherever possible

Avoid roux-based sauces; use alternative methods to thicken sauces, e.g. adding cornflour.

Canned fruit should be in natural juice, not syrup.

Serve dishes containing oil-rich fish.

Food preparation and serving methods across the whole menu

It is recommended that organisations should apply the above food preparation and serving methods required for the healthy choice items to their whole menu.

Promotion of healthy choice items

Essentials:
Healthy choices should be prominently displayed.

Healthy choices should be identified as such.

Healthy choice items should be promoted on menus.

Recommended:
Catering staff can inform customers about the healthy choices they serve, and what constitutes a healthy choice.

Healthy choices are priced competitively.

One or two promotional events to be held annually to highlight healthy choices.

Do not actively promote unhealthy choices, e.g. fizzy drinks, chocolate.

Organisations without in-house catering facilities

Essential components:

a) Where feasible, all organisations must provide a clean and tidy eating area (with suitable tables and chairs) separate from the work area. There should be a sink or means for washing eating utensils, a refrigerator for keeping food fresh, hot water or hot and cold drinks dispenser and a small oven/ microwave for heating food.

b) All organisations must provide access to adequate drinking water.

c) All organisations must fulfil their legal obligations to risk-assess mothers returning to work and accordingly make adjustments that support the mother to continue breastfeeding.

Section A – Promotion of healthy eating

Please choose **one**:

Promote the consumption and preparation of a healthy diet through appropriate activity. This could be a one-off event or an ongoing activity. Examples would be fruit schemes, cooking demonstrations, taster sessions, healthy breakfast week, workshops or seminars.

Promote awareness of a healthy diet through information campaigns on relevant topics. Examples include, 5-a-day, oral health and healthy eating, healthy snacks, healthy lunches, reducing fat intake, etc.

Information campaigns and appropriate activity can link with the options in Section B or with other health topics such as oral health and physical activity.

Section B – Improve access or provide information on access to healthy food and provide the facilities to consume or prepare healthy food in-house

Please choose **two** options:

- Conduct a needs assessment to establish the barriers to healthy eating at each site individually and create an action plan for each site aimed at overcoming these barriers.
- Organise discounts for healthy products with local catering outlets.
- Organise a vegetable/fruit box scheme with a local farm.
- Allow allocated time for employees to collect/buy healthy food for the organisation.
- Provide information on local food outlets that supply healthy choices.
- Allow staff to order food online and provide information on making healthy choices.
- Provide healthy food in-house, for example a tuck shop or fruit scheme.
- Allocate space to allow staff to grow fresh fruit, vegetables and herbs.

- Provide seeds for growing fruit and vegetables at home, with supporting information.
- Actively support employees (over and above their legal requirements) who wish to breastfeed on their return to work.
- Provide water and/or fruit teas where refreshments are offered at meetings.
- Provide healthy food and snacks at meetings and corporate events.
- Provide additional equipment for the preparation of food, such as a toaster or smoothie maker. These should be provided with examples of healthy recipes.
- Provide the opportunity to have breakfast at work. The availability of bowls and cutlery can help to promote healthier choices such as cereal during morning breaks.
- Provide cool bags/flasks for staff who work outside the organisation (e.g. drivers).
- Provide healthy recipe information.
- Consideration will be given to innovative ways of improving access to healthy food that promote the main healthy eating messages.

Portfolio evidence

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

- Copy of a completed healthy eating criteria checklist.
- Documented evidence of chosen options.
- Details of healthy eating information and activities provided to staff, including personnel involved, numbers attending, promotion of events and evaluation.

Assessment interview/site visit

The assessor may ask:

- about food storage/preparation and eating facilities
- about the healthy choices offered in vending machines/tuck shops
- about the availability of drinking water.

Additional criterion 2

Support staff attendance

Where staff health is affected or made worse by the work they do or the working environment, it is important that organisations are aware of this situation and actively take steps to make improvements. No one wants to be ill,and illness can be a significant burden on both employers and employees.

This criterion is designed to encourage organisations to identify where, when and why staff are having difficulty attending work, and to have an effective system in place for supporting and promoting good attendance at work. Organisations should remember that they have a legal duty to protect their staff and must therefore act to reduce or prevent factors that have led to work-related illness.

There are considerable benefits for organisations who take an active role in promoting good attendance and supporting staff who are off work to return. Benefits can include: improved workplace relations, retention of valued and experienced staff, reduction in the pressure on other employees covering the workload of absent colleagues, maintenance of productivity, and a reduction in sick pay costs.

Absence due to ill health, especially if prolonged, can further affect an individual's health and recovery prospects, and reduce their chances of returning to work. Working in a well-managed organisation can be the best effective treatment for workers recovering from ill health, improving both their physical and mental recovery and adding value to the organisation. Having a supportive employer at a difficult time like this can also be a real morale booster for staff.

Organisations need to demonstrate that they:

a) record absence at a basic level, for example who is off, the reasons for absence including the length of absence, and the condition. The recording system should comply with the Data Protection Act 1998

b) have a designated person responsible for gathering and recording attendance figures. This person should have an understanding of the reasons for, and the benefits of, accurate attendance monitoring. This could be through provision of information or basic training

c) inform and involve staff in the process by raising awareness of:

- the systems in place for recording days when staff cannot work
- who is responsible for recording
- benefits to the employees.

Under the Employment Rights Act 1996, employers are required to provide staff with information on the terms and conditions relating to incapacity at work due to ill health or injury, including any provision for sick pay. HM Revenue and Customs requires records to be kept from the fourth day of absence for the purposes of claiming sick pay. This criterion requires absence to be recorded from the first day.

Portfolio evidence

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

- Copy of template for recording attendance, sickness absence.
- Examples of any additional policies supporting staff in attending work.
- Information on how staff are made aware of the systems in place and the benefits to them.
- Details of who is responsible for recording.

Assessment interview/site visit

The assessor may ask:

- about levels of absence
- about identification of trends/reasons for absence and action carried out, if applicable
- about training or guidance provided to the designated person.

Additional criterion 3

Mental health awareness

Mental health and wellbeing is essentially about how people think and feel, and the factors that can influence this. In the workplace, many factors have an impact on mental health, including the organisation's culture, stress, the physical work environment, work-life balance, communication and opportunities for career progression. Stigma and discrimination surrounding mental health issues in the workplace can also prevent individuals from being open about their problems and seeking help when they need it.

Factors outside the workplace can also impact on a person's mental health. This criterion requires organisations to raise awareness about mental health, including stress in the workplace, and aims to reduce stigma and to improve an individual's understanding of how to look after their own mental health and wellbeing.

Organisations must provide information on mental health on an annual basis. This could be achieved through displays of leaflets and posters, articles on the intranet or in newsletters, promotion of internal policies or supporting national or local campaigns on mental health.

If an organisation has selected mental health at Bronze core criterion 3a, they must produce evidence of additional work to satisfy this criterion.

Portfolio evidence

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

- Examples of information provided.
- How information was made available to staff.
- Dates and rationale for campaign.

Assessment interview/site visit

The assessor may ask:

- about the rationale for the information
- about feedback from staff
- about future plans.

Additional criterion 4

Avoid accidents in the workplace

The results of an accident in the workplace can be traumatic for both staff and the organisation. For a member of staff, an injury can affect their family and quality of life.

The organisation can be affected through lost production, time spent on investigations, the impact on colleagues, and possibly the cost of legal action.

This criterion aims to reduce the risks of accidents by encouraging organisations to implement a system for recording and reporting near misses and incidents. (A near miss is an event that narrowly misses causing injury or damage).

An accident is not a single event but rather the result of a series of linked events, e.g. faulty equipment, inattention, or not using safety equipment. The Health and Safety Executive has identified that for every major injury, there will be seven minor injuries and 189 incidents with no injury. To put it another way, there will have been 196 opportunities to identify and prevent the situations which led to a major injury.

By implementing a system for reporting and recording minor accidents, incidents and near misses, organisations can identify problems as and when they arise, ensuring appropriate action is taken to prevent recurrence or a major accident.

Under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR), employers are required to report certain work-related accidents, diseases and dangerous occurrences (see Healthy Working Lives checklist).

Organisations must demonstrate that they:

- record near misses, incidents and accidents. The recording system must comply with the Data Protection Act 1998. In order to fulfil its legal duty to take reasonable care of its workforce, the employer must identify the risks that led to the near misses, incidents or accidents and take reasonable steps to minimise them
- designate a person or persons responsible for recording accidents, incidents and near misses. This person will have received basic information, instruction and training/ guidance in the reasons for, and value of, this recording
- raise awareness among staff of the process and reasons for reporting accidents, incidents and near misses.

Portfolio evidence

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

- Copy of procedure in place/or system that covers documentation of accidents, incidents and near misses.

- Details of the person responsible for the information gathering of any accident, incident or near miss.

Assessment Interview/site visit
The assessor may ask:

- about the process for recording and reporting accidents, incidents and near misses
- about accidents recorded, action taken and possible trends
- about the training/guidance provided to designated person
- about how staff are informed about the process for recording and reporting accidents, incidents and near misses.

Note: An accident is any unplanned event where someone is injured or suffers ill health as a result; often organisations include damage or loss under a definition of accident. A near miss occurs when someone could have been hurt (or loss or damage could have occurred) if the circumstances had been slightly different.

Additional criterion 5

Health and the environment

Scotland, like many other developed countries, is using a disproportionate share of the planet's energy and natural resources. Greenhouse gases generated from the waste disposed in landfill sites are also affecting the climate. The future quality of our environment will impact on our health and the health of future generations.

However, individuals, organisations and communities can take steps to use resources and dispose of waste in a more sustainable way. By living and working in this way there can be benefits to our health, business and the long-term future of the environment. Businesses that make efficient use of energy and resources can also benefit from reduced costs and an improved environmental image.

This criterion is designed to encourage organisations to look at the environmental impact of their work activities and develop an action plan to reduce this.

The action plan could consider areas such as:

- use of resources, e.g. water, energy, paper
- production and reduction of waste, e.g. reduce, reuse, recycle
- the carbon footprint, e.g. transportation
- the local environment, e.g. noise.
- descriptions of where the organisation impacts on the environment
- clear, achievable objectives and targets for areas of improvement
- dates by which targets are planned to be achieved
- the people/departments responsible for ensuring targets are met
- how the information is to be communicated to the workforce.

Portfolio evidence

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

- A copy of the current action plan.
- Details of how staff are informed of the organisation's environmental initiatives (e.g. noticeboards or pay slips).

Additional evidence may be presented if an organisation has moved forward with their action plan, e.g. organisations could show improvements in performance through:

- copies of waste transfer notes and waste contractors' licences, if appropriate
- copies of utility bills which can demonstrate the effectiveness of energy conservation initiatives

- details of any reduction, reuse or recycling initiatives
- details of initiatives to conserve energy
- copy of a travel plan (encouraging staff to walk or cycle to work, to use public transport or to car share).

Assessment interview/site visit

The assessor may ask:

- how the action plan was developed and how many members of staff were involved
- about staff awareness of the action plan, how they are informed and initiatives to encourage their involvement
- about identification of waste minimisation initiatives, e.g. reduce, reuse, recycle
- about energy conservation initiatives (e.g. energy saving light bulbs, double glazing, thermostat controls for the heating system, and a lights out procedure).

Published by NHS Health Scotland

Edinburgh office
Woodburn House
Canaan Lane
Edinburgh EH10 4SG

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Elphinstone House
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NHS Health Scotland is a WHO Collaborating Centre for Health Promotion and Public Health Development.