

MAYOR OF LONDON

LONDON HEALTHY WORKPLACE CHARTER SELF- ASSESSMENT FRAMEWORK

AUGUST 2015

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CHAPTER 1

INTRODUCTION

The London Healthy Workplace Charter provides a framework for action to help employers build good practice in health and work in their organisation. The charter supports all types of employers, large and small, from the public, private and voluntary sectors. Using this self-assessment framework your organisation can find out what it is already doing that fits into the ethos of the charter as well as where it might need to improve. The framework reflects best practice and is endorsed nationally by Public Health England.

The business benefits of having a healthy, fit and committed workforce are now clearly recognised. These include lower absence rates, fewer accidents, improved productivity, staff who are engaged and committed to the organisation and fitter employees as they grow older. Organisations that commit to wellbeing can expect improved business outcomes.

By using the charter organisations can benefit from:

- the ability to audit and benchmark against an established and independent set of standards – identifying what the organisation already has in place and what gaps there may be in the health, safety and wellbeing of employees.
- developing strategies and plans – the charter provides a clear structure that organisations can use to develop health, safety and wellbeing strategies and plans.
- recognition - the award helps to strengthen the organisation’s brand and reputation and supports sales and marketing activities. Accredited organisations will receive a logo helping them to stand out as employers. Representatives will also be invited to an exclusive awards ceremony at City Hall.

Please see the ‘Accreditation Guidance for Employers’ at www.london.gov.uk/healthyworkplace for more information.

The Charter award levels:

Commitment	The entry level – for organisations that have recently started the process
Achievement	The intermediate level – for organisations that have a more advanced and comprehensive approach to employee wellbeing
Excellence	The advanced level – for organisations that demonstrate that health and wellbeing are embedded in their corporate culture and values

The Charter standards:

- *Corporate support for wellbeing* – the ways in which the organisation uses its policies and practices to create a working environment that is conducive to health. The section includes leadership for health, planning for health, equality guidance and the engagement and ownership shown by senior managers.
- *Attendance management* – the ways in which information is used to help managers reduce sickness absence, inform management practice and support attendance.
- *Health and safety requirements* – the systems the organisation uses to monitor and improve health and safety.
- *Mental health and wellbeing* – the ways in which the organisation protects and promotes the mental wellbeing of its staff, including appropriate policies, management training and support mechanisms.
- *Tobacco and smoking* – the ways in which the organisation goes beyond the minimum legal requirements.
- *Physical activity* – the ways in which the organisation actively promotes the importance and benefits of regular physical activity and creates opportunities for employees to become involved.
- *Healthy eating* – the ways in which the organisation actively encourages and enables staff to eat healthily.
- *Problematic use of alcohol and other substances* – the ways in which the organisation responds to problematic use of alcohol and other substances and promotes the safe and sensible use of alcohol.

The tables in the following pages provide information on what meeting the requirements might look like in addition to suggested tools and links for further support. Please note that these are examples and it is important to reflect what is most appropriate for your organisation.

CHAPTER 2

COMMITMENT LEVEL

Commitment level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
Section 1: Corporate support	✓		
1.1 The organisation has assessed its needs and priorities around health and work and developed an action plan		<p>For small businesses this may take the form of focus groups or informal discussions with staff, or the inclusion of health and wellbeing in team meetings. For medium or large employers a staff survey may be more appropriate. Other organisational records can also be used, such as regular sickness absence reports from occupational health providers.</p> <p>Evidence will refer to the reports/ notes on which the needs assessment is based, together with some kind of action plan to show that it is developing activities/ actions based on what its staff need. It is also helpful to know how the findings of surveys/ meetings etc are communicated to staff.</p>	<p>Happy People Ltd A free staff survey tool to find out how happy your staff are. Happy People Ltd will also summarise the results for you. http://bit.ly/17gLXO2</p> <p>Acas – information for employers on the Equality Act 2010 A leaflet providing detailed information on equality and discrimination within the workplace. http://bit.ly/1FSvPhL</p> <p>Also see the following: http://bit.ly/1E09HSv http://bit.ly/1MbZRin</p> <p>Equality Act 2010 This sets out the different ways in which it is unlawful to treat someone. Find out who is protected from discrimination and the action that can be taken. http://bit.ly/1fj9TwMA</p>
1.2 Your management can demonstrate the process for ongoing consultation and communication with employees on relevant workplace health issues		<p>Methods of communicating with staff are appropriate and the organisation attempts to reach as many people as possible.</p> <p>Evidence might include photos of staff noticeboards, screenshots from the intranet to show what kind of information is provided there, copies of staff newsletters.</p>	<p>Employee satisfaction feedback templates Find out how to keep your employees happy and productive. http://svy.mk/1D21bSN</p> <p>Evidence based guidance from NICE on workplace policy and management practices Designed to improve the health and wellbeing of employees focuses on the organizational culture and the role of line managers http://www.nice.org.uk/guidance/ng13</p> <p>The NICE Local Government briefing on workplace health Provides a summary of the evidence based guidance http://www.nice.org.uk/advice/lgb2/chapter/Introduction</p>

Commitment level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
1.3 Senior management encourages a consistent and positive approach to employee well-being throughout the organisation		<p>Senior management has oversight of the work that is being done and this work is reported back to a senior level.</p> <p>Evidence might include notes from senior management meetings and strategic documents e.g. business plans etc which publicly state the organisation's commitment to improving staff health and wellbeing.</p>	
1.4 The organisation is aware of its responsibilities under the Equality Act 2010 and other equality legislation is known and adhered to		The organisation can describe its responsibilities under the Equality Act 2010 and how these are fulfilled for example in recruitment processes, working hours and flexible working etc. There is an equality and diversity policy/ statement and information on this is available to all employees.	
1.5 There is an effective policy/ process in place for communication with staff		The organisation participates in regular meetings with all staff. Evidence might show that communication is conducted through a number of different channels (e.g. face to face, e-mail, verbal, written).	
Section 2: Attendance management			
2.1 A clear attendance management policy/guidance is in place and procedures are known to employees		There is an up to date absence management policy/guidance. Employees are aware of the absence management policy, for example through induction processes, management training, etc.	<p>Standard forms and guidance are available from the Health and Safety Executive http://bit.ly/1L4zHzA</p> <p>HSE managing sickness absence and return to work in small businesses Short fact sheet for small employers, giving advice on what employers should do at regular intervals of an employee's absence from 3 to 28 days. http://bit.ly/1DYd7X5</p>
2.2 Contact is maintained with absent employees to provide support and aid return to work		The absence management policy/ guidance makes it clear how important it is to maintain contact with absent employees.	
2.3 Return to work interviews are conducted and recorded with concerns/ appropriate support recorded and provided		Absence management policy/ guidance includes return to work procedures. Examples of return to work interventions are available, such as an anonymous case study.	<p>Standard forms and guidance – Acas Provides a useful advisory booklet on managing attendance and employee turnover . http://bit.ly/1zZlqjH.</p>

Commitment level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
2.4 Specific risk assessments for individuals are conducted and take into account a person's health status		Evidence might include descriptive examples of individual risk assessments for those people with disabilities or additional needs, and of the reasonable adjustments that have been implemented.	<p>Fit for Work service This Government funded initiative is designed to support people in work with health conditions and help with sickness absence. Its website includes an advice hub for employers. http://bit.ly/14d7Nk6</p>
2.5 Reasonable adjustments are available to employees in line with recommendations made in a Statement of Fitness for Work		The absence management policy/ guidance explains that reasonable adjustments are available. Evidence might include examples of how managers understand the term 'reasonable adjustments' (for example, when giving return to work interviews).	<p>Fit note: guidance for employers and line managers Explains what to do if an employee gives you a fit note and how you can use it most effectively to help your organisation. http://bit.ly/1zjDCA</p> <p>Evidence based guidance on managing long-term sickness and incapacity for work from NICE http://www.nice.org.uk/guidance/ph19 Including tools and resources to support building a business case, a guide to resources and a checklist for managing absence Resources from NICE</p>
Section 3: Health and safety			
3.1 The organisation is aware of legal obligations in relation to health and safety that are relevant to the organisation		An up to date health and safety law poster is in place. A nominated and sufficiently competent person is responsible for health and safety.	<p>The Scottish Healthy Working Lives website gives details of some of the health and safety legislation that apply to all employers and workplaces, and those extra duties that applies to workplaces with more than five employees. http://bit.ly/1rxHLfo</p>
3.2 Relevant health and safety policies and procedures are in place to demonstrate compliance with health and safety legislation		Evidence should include the organisation's health and safety policies that reflect greatest risk as well as information on procedures for staff to report incidents and accidents.	<p>Health and Safety Executive guidance can also be found at: http://bit.ly/1DhbZid</p>
3.3 A risk assessment programme has been implemented and all employees are informed of the workplace risks that affect them and the controls in place		Risk assessments are available to all employees they have an impact on. Employees are aware of the risk assessments and know where they are. Examples of risk assessments conducted in the workplace might be included as evidence.	

Commitment level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
3.4 The workplace environment is conducive to health and employee welfare, including drinking water, washing facilities, clean toilets, eating facilities, etc		The organisation complies with the workplace (health and safety and welfare) regulations. Evidence could include staff satisfaction surveys, cleaning rotas, etc.	
3.5 Health and safety training has been given to all employees		Health and safety is detailed in the employee induction package and possibly included in induction training.	
Section 4: Mental health			
4.1 Information is provided to employees that helps reduce the stigma around mental ill-health		Examples might include describing how the organisation talks about mental health to its employees (reassuring employees that mental health problems are common and not a sign of weakness). Also how the organisation actively looks to remove barriers that would prevent employees raising mental health issues, such as signing up to the Time to Change campaign.	<p><u>Tools for employers</u> Time to Change This is England's biggest programme to challenge mental health stigma and discrimination. Time to Change work with organisations from all sectors to improve policy and practice around mental health discrimination. http://bit.ly/1cDs063</p>
4.2 Information is provided to employees about mental health and wellbeing, including work-related stress		Employees have been given information about mental health and stress at work. Evidence might include information on the intranet, training courses, leaflets, posters promoting well-being, etc.	<p>HSE management standards Identifies six management standards that cover the primary sources of stress at work. http://bit.ly/1Jmvt8K Evidence based guidance from NICE on promoting mental wellbeing at work http://bit.ly/18AIAIx Including tools and resources such as building a business case, costing tool for employers, a guide to resources, and advice for small and medium sized businesses. http://www.nice.org.uk/guidance/ph22/resources</p>
4.3 Employees are made aware of their legal entitlements regarding working conditions		Evidence might include an induction checklist indicating that employees are made aware of their legal entitlements regarding working conditions. Also a contract of employment stating working conditions.	
4.4 The organisation is aware of risks relating to work-related stress (for example, as set out in the Health and Safety Executive's Management Standards) and action is taken to prevent it being a problem for employees		Evidence might include a mental wellbeing statement/policy that states the HSE management standards for factors that influence stress. The mental wellbeing statement/policy is available to all employees.	

Commitment level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
<p>4.5 Employees are aware that mental health and wellbeing issues are valid and people seeking to address these issues are fully supported by the organisation at all levels</p>		<p>Supportive guidance is provided to aid employees with mental health issues. Evidence needs to show how the employer has supported or has the capability to support individuals who have issues that affect their mental health.</p>	<p>Acas Factors to consider if a worker shows signs of stress. http://bit.ly/1G3EyBd</p> <p>Provides information on the important correlation between the workplace and mental health. http://bit.ly/1IMQ0za</p> <p><u>Tools for employees</u> New Economics Foundation five ways to well-being The five ways to wellbeing is a set of evidence-based actions which promote people’s wellbeing. http://bit.ly/1cHWdOT</p> <p>Mental Health Foundation Ten practical ways on how to take care of yourself and get the most from life. http://bit.ly/1akp22X</p>
<p>Section 5: Smoking and tobacco</p>			
<p>5.1 The organisation’s management team is aware of its duties under smoke-free legislation and is in compliance</p>		<p>Evidence should include how management is made aware of these duties, for example through briefings, training, induction, etc.</p>	<p><u>Tools for employers</u> Guidance on a smoke free policy template: Provides a free downloadable smoke free policy template. http://bit.ly/1zZrGYR</p> <p>Employers who are considering whether to allow use of nicotine vapourisers in their policy can consider the five questions set out by Action on Smoking and Health in their paper, ‘Will you permit or prohibit electronic cigarette use on your premises?’ This can be accessed here: http://bit.ly/1CAAdl4K</p>
<p>5.2 All staff are aware of the smoke-free and tobacco control laws and how they are applied in their workplace</p>		<p>Evidence should include information on where ‘No smoking’ signs are displayed in the organisation (for example in vehicles or the front entrance). Evidence might also include information in staff code of conduct, induction, on the staff intranet or in a relevant policy.</p>	<p>Acas also provide further information which can be found here: http://bit.ly/1bNb4Lg</p>
<p>5.3 Sources of further information and support to quit smoking are regularly available</p>		<p>Employees have been given information about the effects of smoking. Evidence might include leaflets with information promoting no smoking and availability of support to quit. This could be provided on a staff noticeboard.</p>	

Commitment level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
5.4 A smoke-free policy is in place and all staff are aware of it and kept informed of any changes		Evidence should include the smoke-free policy and an account of how it was developed and communicated to staff.	<p>Evidence based guidance from NICE on workplace interventions Designed to promote smoking cessation http://www.nice.org.uk/guidance/ph5 including tools and resources such as costing templates for building a business case, and a return on investment tool for local government. http://www.nice.org.uk/guidance/ph5/resources</p> <p><u>Tools for employees</u></p> <ul style="list-style-type: none"> • NHS Smokefree http://bit.ly/19mAdEN • Go Smoke Free http://bit.ly/1zHNR0M • Smokefree National Helpline on 0300 123 1044 • Action on Smoking and Health (ASH) http://bit.ly/1FSSjzq
Section 6: Physical activity			
6.1 Information is made available on the benefits of physical activity		Evidence might include posters/ newsletters/bulletins promoting workplace activities or sports clubs which include the benefits of physical activity.	<p><u>Tools for employers</u></p> <p>British Heart Foundation Free ideas and challenges on how employees can remain active at work. http://bit.ly/17bdrF3</p> <p>NICE guidelines on promoting physical activity in the workplace http://bit.ly/1Dhh368</p> <p>Promoting Physical Activity in the Workplace, Business Case Tool Allows organisations to calculate savings attributed to physical activity in their workplace http://bit.ly/19oeFy6</p> <p>Information on Working Time Directive http://www.hse.gov.uk/contact/faqs/workingtimedirective.htm</p>
6.2 The minimum legally required breaks are taken by all employees and employees are encouraged to take regular breaks		Employees are allowed and actively encouraged to take breaks in compliance with the Working Time Directive. Evidence might include work schedules including details of an individual's breaks. It might also include information given at induction, staff training, and training for managers.	

Commitment level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
			<p>TfL Cycle Safety Seminar Book a free TfL Cycle Safety Seminar to promote the free TfL one to one cycle training sessions to staff. To book, email cyclingworkplaces@tfl.gov.uk with the subject line 'Healthy Workplace Charter'.</p> <p><u>Tools for employers</u> NHS Choices Livewell pages: Health and wellbeing information http://bit.ly/1hb3Npr</p>
Section 7: Healthy eating			
7.1 Appropriate, acceptable and accessible information on healthy eating is provided		Evidence might include leaflets, posters and other campaign materials. Suggestions for promoting healthy eating include offering healthy snacks in staff social activities or starting a staff fruit bowl.	<p><u>Tools for employers</u> British Heart Foundation Health at Work A range of resources available, including a free Think Fit pack and ideas on promoting healthy eating and well-being in the workplace. http://bit.ly/1FST0sx</p>
7.2 Any kitchen facilities or beverage areas are in good condition and conform to the highest possible standards and requirements of food hygiene		Where kitchen facilities are provided by the employer they are in good condition. If the organisation provides a canteen, food hygiene certificates are in place and there is evidence of kitchen inspections.	<p>Change 4 Life employer pack A campaign pack for employers to help encourage healthier workspaces, including posters, challenge guides and tray liners. Register at the link below: http://bit.ly/1v5ss6f</p>
7.3 Wherever possible, eating facilities that are clean and user friendly are provided away from work areas. Use of these facilities is promoted to enable regular breaks away from the work area		Evidence might include a description of tea/coffee/eating areas, cleaning rotas and feedback from staff.	<p>Food Standards Agency – toolkit Guidance notes for business on safety and hygiene legislation including the 2006 food hygiene legislation http://bit.ly/1L4PSfX and http://bit.ly/1CAIORP</p> <p>Healthier and more sustainable catering guidance – this includes a toolkit to help caterers cook and serve healthier more sustainable food and drinks: http://bit.ly/1fYI28q</p> <p>Localising the Public Health Responsibility Deal: Toolkit for Local Authorities Sets out actions which small and medium sized businesses can take to support their customers and</p>

Commitment level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
7.4 All workplaces have access to fresh drinking water		Evidence of this could include photos/numbers of drinking water taps and the schedule of maintenance for them.	<p>employees to make healthier choices: http://bit.ly/18c88FP</p> <p><u>Tools for employees</u></p> <ul style="list-style-type: none"> • Eatwell plate http://www.nhs.uk/Livewell/Goodfood/Pages/eatwell-plate.aspx • Eight tips for healthy eating http://bit.ly/1ms3IQO • NHS Choices Livewell Evidence-based information and tips about healthy eating. http://bit.ly/1qf6OoD
Section 8: Alcohol and substance misuse			
8.1 A working alcohol and substance misuse policy/statement is in place regarding the use of alcohol and other substances in the workplace that is clear and consistent		Evidence might include a statement on alcohol and substance misuse in the staff code of conduct or a relevant policy.	<p><u>Tools for employers</u></p> <p>Tackling alcohol and drugs in the workplace: a toolkit for businesses Produced to help businesses face issues around alcohol and drug misuse, with guidance on developing a workplace alcohol policy. http://tinyurl.com/nqep2me</p> <p>Health and Safety Executive Guidance on how to deal with workplace alcohol and drugs issues: http://bit.ly/1CAAdGEo</p> <p><u>Tools for employees</u></p> <ul style="list-style-type: none"> • Department of Health – ‘Your drinking and you’ leaflets: http://bit.ly/1Av1rLS • Change4Life swap materials http://bit.ly/1CAAdPHW
8.2 Employees are provided with information about the effects of alcohol and substance misuse that is appropriate, acceptable and accessible		This might include information in employee induction packs, in staff briefings/weekly meetings or through a health promotion event. It could be through posters or leaflets promoting safe drinking and availability of support.	
8.3 Alcohol policy/statement includes guidelines on the use of alcohol at business functions if relevant to the organisation		Evidence might include a description of where this information exists and how it is communicated to staff.	
8.4 Employees are supported in seeking help to treat alcohol or substance misuse issues. This includes providing sources of further information and support that are readily available		Evidence might include case studies to show how employees have been supported in the past and signposted to local treatment services.	

CHAPTER 3

ACHIEVEMENT LEVEL

Achievement level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
Section 1: Corporate support	✓		
1.1 A process is in place that recognises and rewards good work		<p>This might include staff appraisals, staff reward schemes and managers regularly thanking their employees via e-mail, verbally or at team meetings.</p> <p>Evidence might include information to show that appraisals are conducted regularly for all staff, information describing staff awards certificates for staff, and emails to staff recognising good performance.</p>	<p>Acas – Managing staff Provides a range of free documents and templates to assist with managing staff. http://bit.ly/1EZ3rIL</p> <p>HSE Line manager competency indicator tool Tools to help line managers reflect on their own behaviour and management style. http://www.hse.gov.uk/stress/mcit.htm</p>
1.2 Managers understand the main issues that impact on the health and well-being of their team		<p>Managers meet with their staff on a regular basis and ask about their wellbeing.</p> <p>Evidence might include a description of staff consultations on key health issues and agendas/ minutes of training and away days that include staff health issues.</p>	<p>Workplace bullying and harassment Bullying and harassment at work advice for employers. https://www.gov.uk/workplace-bullying-and-harassment</p> <p>Acas – bullying and harassment at work guidance for employees Further advice on bullying and harassment at work.</p>
1.3 Line managers have appropriate training for example on carrying out appraisals, attendance management, giving performance feedback, etc		<p>A management training programme is in place. Guidance is provided for line managers. Different types of learning such as coaching and mentoring are offered.</p>	<p>Acas – The right to request flexible working Includes a guide to responding to requests, the right to request and a homeworking guide. http://www.acas.org.uk/flexibleworking</p>
1.4 An effective policy and procedure to tackle bullying and harassment has been implemented		<p>Evidence might include a copy of the organisation’s bullying and harassment policy and a description of how this has been communicated to all staff.</p>	<p>Whistle Blowing The government’s guide to whistle blowing. https://www.gov.uk/whistleblowing/overview</p> <p>Acas – Discipline and grievances at work A guide for dealing with discipline and grievances at work. http://www.acas.org.uk/index.aspx?articleid=2179</p>
1.5 Flexible working practices and family friendly policies are in place		<p>Relevant policies are in place and employees are aware of them.</p> <p>Evidence should include copies of policies/guidance e.g. flexible working, parental leave, maternity leave, bereavement policy, dependent leave, breastfeeding etc and a description of how they are communicated to staff, e.g. screen shot of intranet, staff handbook.</p>	

Achievement level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
1.6 An effective policy is in place for whistle-blowing		All employees are able to raise concerns at appropriate levels and are aware of the process to do so. The policy is supported by senior management.	
1.7 Effective policies are in place to manage disciplinary and grievance procedures		A disciplinary and grievance policy is in place and is known by all staff.	
Section 2: Attendance management			
2.1 Absence rates and causes are collected and monitored		Senior managers are aware of absence rates and the main causes. Evidence might include completed absence reports over a period of time with an analysis showing the main causes.	<p>HSE return to work questionnaire Questionnaire related to work life and work life balance created by HSE. http://www.hse.gov.uk/stress/pdfs/returntowork.pdf</p>
2.2 Interventions are undertaken where patterns indicate trends of absence		Management acts when patterns of absences are identified. Employees are informed of the identified patterns where anonymity can be preserved.	<p>Acas – A good practice guide for managing bereavement in the workplace Guidance which helps employers manage this difficult situation through appropriate and sensitive discussions with their employees http://bit.ly/1BQjq7E</p>
2.3 Managers have participated in Attendance Management training		Evidence might include copies of training programmes, training attendance records and case studies showing how training has had a positive impact.	<p>Cruse bereavement care: Information, support and training on responding to bereavement in the workplace: http://bit.ly/1BYkTwi http://bit.ly/1MHLuUM</p>
Section 3: Health and safety			
3.1 Systems are in place for staff to raise and resolve health and safety issues		Evidence might include team meeting minutes with health and safety on the agenda, an accident/incident book, regular meetings between managers and staff on health and safety issues, a suggestions box, appraisal/keeping in touch meetings with staff.	<p>HSE Risk Assessment Example of risk assessments for businesses to follow http://www.hse.gov.uk/Risk/casestudies/index.htm</p>
3.2 All health and safety policies and workplace activities are regularly monitored for new hazards and improvements are made		Evidence might include details of health and safety inspections, a health and safety policy with a completion and review date, a risk assessment with a date and a review date (which should not have expired), a completed health and safety checklist and/or housekeeping checklist.	<p>TUC guide Health and Safety Inspection A guidance from TUC on carrying out inspections for Health and Safety reasons using a checklist . https://www.tuc.org.uk/sites/default/files/extras/insbooklet30auglowres.pdf</p>

Achievement level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
4.1 Mental health management training is available to help managers identify employees with potential issues		A good proportion of managers have attended mental health awareness training. Mental health awareness is available to all managers for example through training courses, EAP service, promoted at induction, etc.	<p>Mental Health First Aid line manager’s resource A resource that provides helpful guidance and advice to employers who would like to improve the way they support employees experiencing mental health issues and how they can improve mental health within the workplace http://mhfaengland.org/workplace/line-managers-resource/</p> <p>CIPD factsheets Includes guidance on performance appraisal and how individuals and line managers should engage in a dialogue about their performance and development and the support they need in their role. http://www.cipd.co.uk/hr-resources/factsheets/performance-appraisal.aspx</p>
4.2 The organisation has an individual performance review system in place. This allows employees to comment on work related and personal issues that affect their performance and enables training needs to be identified		Evidence might include an appraisal template with a section for feedback on wellbeing issues, Aa completed (anonymized) appraisal, a completed action plan derived from the appraisal and evidence that appraisals take place annually.	
4.3 The organisation has a protocol in place for the use of risk assessments to prevent stress. This is conducted on an individual and organisational level and is regularly reviewed		<p>A suitable and sufficient workplace stress risk assessment has been carried out. Stress risk assessments follow the HSE management standards for factors associated with stress. Organisational stress risk assessments have been completed identifying the main risks to stress in a particular department.</p> <p>Evidence might include copies of the risk assessments described above, both for individuals and the organisation.</p>	<p>Management standard for work related stress – HSE Includes the Management Standards from HSE that cover six key areas of work design that if properly managed improves Health and Well-being of staff http://www.hse.gov.uk/stress/standards/</p> <p>How to tackle work related stress – HSE A guide from HSE for employers on making the Management Standards work to tackle work related stress http://www.hse.gov.uk/pubns/indg430.pdf</p>
4.4 Education and development opportunities are routinely available to managers and staff to enhance their skills and knowledge around workplace mental health issues		<p>The organisation has a training plan in place to help develop employees’ potential. Training is identified through appraisals. Employees have attended training in the last year.</p> <p>Evidence might include details of internal training attendance records, sample staff appraisals, etc.</p>	

Achievement level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
4.5 The organisation provides appropriate avenues of communication to keep staff at all levels informed of changes		<p>The organisation provides information to all employees within a reasonable timeframe. Employees acknowledge that when change has occurred it has been communicated appropriately.</p> <p>Evidence might include staff newsletters, employee engagement initiatives and agendas/notes of consultation forums.</p>	
Section 5: Smoking and tobacco			
5.1 Building managers, reception staff, ground staff and those operating in communal areas are aware of how to report breaches of the smoke-free policy		<p>A written smoke-free policy is in place detailing how to report breaches of the policy to assist managers/the employer. Employees are aware of the policy.</p> <p>Evidence might include a copy of the policy and a summary of breaches reported.</p>	<p>Template of a smoke free policy An example policy developed to protect all employees, service users, customers and visitors from exposure to secondhand smoke and to assist compliance with the Health Act 2006. http://www.smokefreeengland.co.uk/files/smokefree_policy.pdf</p>
Section 6: Physical activity			
6.1 Physical activity in the workplace is actively encouraged and supported by the physical environment		<p>Evidence might include promotional material for internal classes, photo evidence of the stairwells/lifts/doorways where use of stairs is promoted, and of any bike racks and shower facilities.</p>	<p>Register with TfL Cycling Workplaces Order at least one of the free cycling products and services e.g. cycle parking, a cycle safety seminar, 1-2-1 cycle training sessions or bike checks. To register, visit www.tfl.gov.uk/cyclingworkplaces and use invite code HWC.</p>
6.2 Physical activity opportunities in the local area are actively promoted to staff and supported by the organisation		<p>Employees are encouraged to organise activities for exercise and employer promotes physical activity events in the local area.</p> <p>Evidence might include showing how this is promoted throughout the organisation via posters, emails, etc.</p>	
Section 7: Healthy eating			
7.1 Any on-site catering facilities provide healthier options that are actively promoted		<p>The organisation provides, labels and promotes healthy options in its canteen and any other catering provided for staff. Employees are aware that healthy options are available. Any on-site vending machines include healthier options.</p> <p>Evidence might include menus, photographs, staff feedback.</p>	<p>Healthier Catering Commitment Healthier and more sustainable catering: a toolkit for serving food to adults. https://www.gov.uk/government/publications/healthier-and-more-sustainable-catering-a-toolkit-for-serving-food-to-adults</p>

Achievement level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
Section 8: Alcohol and substance misuse			
8.1 Organisational code of conduct and behavior in relation to alcohol and substances has been well established and well publicised		<p>An employee code of conduct exists explaining how employees should conduct themselves.</p> <p>Evidence might include a copy of the code and copies of any induction material and other staff communiques where this is highlighted.</p>	<p>Drugs and Alcohol at Work Includes information on the effects of drugs and alcohol misuse at work. http://www.hse.gov.uk/alcoholdrugs/index.htm</p>
8.2 New employees are made aware of how to access relevant policies, information and support services		<p>All alcohol and drug misuse policies and procedures are promoted at the point of induction. Induction checklist includes a section on alcohol and substance misuse. There is regular promotion of local services.</p>	

CHAPTER 4

EXCELLENCE LEVEL

Excellence level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
Section 1: Corporate support	✓		
1.1 Line managers demonstrate regular joint working and shared decision making with employees and empower employees to work in an independent way		Regular meetings take place between line managers and their staff. Employees are encouraged to participate in team meetings. Employees are able to suggest improvements through appropriate forums.	A factsheet from CIPD on Employee engagement Designed to ensure that employees are committed to their organisation's goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being. http://www.cipd.co.uk/hr-resources/factsheets/employee-engagement.aspx
1.2 Line managers have training in how to have difficult conversations, developing people skills and resolving disputes		Managers have participated in management training, specifically leadership, conflict resolution, mediation in the workplace, etc.	A factsheet from CIPD on Employee Communication This resource explains employee communication and its importance. http://www.cipd.co.uk/hr-resources/factsheets/employee-communication.aspx
1.3 Employees are offered learning and development opportunities to maximize their potential		Evidence might include copies of staff reviews, the corporate training plan and examples of individuals' skills assessments and training plans.	A toolkit from Union Learn on health, work and wellbeing To help raise awareness among workers of what they can do to improve their health and well-being https://www.unionlearn.org.uk/sites/default/files/Health,%20work%20and%20well-being%20toolkit.pdf
1.4 Organisational development and change are managed appropriately		Staff are consulted at all levels on organisational changes. Evidence might include examples of staff engagement events/training days, minutes of meetings with union representatives and staff engagement initiatives.	London Living Wage Foundation Information on the London Living Wage and how to become an accredited employer. http://www.livingwage.org.uk/
1.5 The organisation has a health, work and well-being strategy in place with a detailed action plan		Copy of the health, work and wellbeing strategy with action plan.	
1.6 Specific consideration is given to the health and well-being of lower paid employees		The organisation pays the London Living Wage. Communication and health promoting activities are specifically targeted at lower paid staff, including shift workers, with examples of take up and impact.	

Excellence level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
Section 2: Attendance management			
2.1 Absence trends are monitored across the organisation and specific programmes are designed and implemented to address the issues identified to prevent further absence		Evidence might include sickness absence monitoring information showing causes and that the interventions that have taken place, possibly including campaigns, to address these issues.	<p>Attendance management tool and user guide from Healthy Working Lives This resource is aimed at employers wanting to record and manage their employees' attendance http://www.healthyworkinglives.com/document?PublicationID=5559</p> <p>Information on reasonable adjustments for disabled workers Requirements for employers. https://www.gov.uk/reasonable-adjustments-for-disabled-workers</p> <p>HSE guidance on adjustments to working arrangements Guidance to help employers and managers manage sickness absence and return to work http://www.hse.gov.uk/sicknessabsence/reasonableadjustments.htm</p> <p>Fit for Work guidance from the Government To support people in work with health conditions and help with sickness absence. https://www.gov.uk/government/collections/fit-for-work-guidance</p> <p>Macmillan employer tool Provides information to employers about supporting employees deal with cancer in the workplace. www.macmillan.org.uk/employertool</p>
2.2 The organisation's return to work policies are designed to support sustainable rehabilitation and early return to work, with adjustments made to accommodate this when necessary		The return to work procedure states the support available to help staff to return to work at the earliest opportunity. This may include workplace adjustments, a phased return or the redeployment of an individual to a different role.	
2.3 The organisation has a proactive system in place to support staff on long term sick to return to work and will support staff with long term conditions		<p>The absence management policy takes into account employees with long term health conditions. Management promotes the support available for long term illnesses.</p> <p>Evidence might include the absence management policy, copies of anonymised return to work interview forms with evidence of adjustments, etc, and information from employees, that they felt supported to return.</p>	
Section 3: Health and safety			
3.1 There are identified trained health and safety representatives (trade union and/ or company representatives)		Nominated employees are given duties regarding health and safety. Evidence might include names and contact details of the staff representatives (union and non-unionised) and how these are communicated to staff.	<p>What your H & S committee will do Guidance on health and safety committees. http://www.hse.gov.uk/involvement/whatwillhsdo.htm</p>

Excellence level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
3.2 Staff representatives have been involved in the development and/or evaluation of health and safety policies		<p>Health and safety inspections are conducted and recorded and involve employees. Staff groups have been involved in the development of policies, procedures and work instructions. Staff groups have the opportunity to suggest improvements to existing procedures.</p> <p>Evidence might include completed health and safety inspections with names and job titles of those involved, and communications inviting staff to take part in policy review.</p>	
3.3 There is a clear emphasis on prevention of ill health across all health and safety policies		<p>Health and safety policies include strategies and tools to combat ill health. Health and safety policies signpost employees to available avenues of support.</p>	
3.4 All managers have received health and safety management training		<p>Appropriate health and safety training is accessible to all managers and has been taken up. Health and safety certificates are available. Training course materials are available.</p>	
3.5 Regular health and safety meetings are held and recorded		<p>Health and safety is an important part of the organisation's team meetings. Team meeting minutes with health and safety as a specific item are available.</p> <p>Evidence might include minutes of health and safety meetings with evidence of when the next meeting is scheduled for.</p>	
Section 4: Mental health			
4.1 A mental health and well-being strategy/stress prevention strategy is in place and followed. This should highlight the promotion of mental wellbeing to the organisation and address investment in the mental wellbeing of the workforce		<p>The organisation has a mental health and well being strategy or the wellbeing strategy has a specific section on mental health. This strategy has been signed off by a senior person within the organisation. Managers and staff are aware of, and follow, the policy. The organisation has invested in the mental health of the workforce, through campaigns, training, etc.</p>	<p>Mind resources A series of free resources to help improve mental wellbeing in the workplace. http://www.mind.org.uk/for-business/mental-health-at-work/taking-care-of-your-staff/useful-resources/</p>

Excellence level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
4.2 Mental health awareness training is available for all employees and it has been delivered to the majority of employees		Evidence might include training content, details of courses taking place in the past year and monitoring information to show that the majority of employees have attended.	<p>Guidance for managers – Mental Health First Aid England The resource provides helpful guidance and advice to employers who would like to improve the way they support employees experiencing mental health issues and create mentally healthy workplaces within their organisations. http://mhfaengland.org/workplace/line-managers-resource/</p>
4.3 Staff consultations/ surveys take place that seek information on the mental wellbeing of staff and also covers working conditions, communication, work life balance, cost of living wage, staff support and work related or other causes of stress, with action plans drawn up to address major issues		Evidence might include a copy of any surveys, details of when they were conducted, response rates, findings, recommendations and action plan.	<p>Volunteering schemes – Team London Team London makes it quick and easy for Londoners to give their time and find volunteering opportunities. https://www.london.gov.uk/priorities/volunteering</p>
4.4 The organisation provides a confidential support service in-house or externally to individuals who come forward with a problem		Employees can be referred to counselling or other types of support when identified. An employee assistance programme is in place. If the organisation does not have an EAP, it has access to an external occupational health service which it can use.	<p>Recourse An independent charity which aims to improve the wellbeing of staff in further and higher education. Providing a free and confidential Support Line which is open 24/7, 365 days-a-year. Confidential Support Line: 0808 802 03 04 http://recourse.org.uk/</p>
4.5 Ensure organisational and individual change is accompanied by support, information or targeted intervention programmes e.g. retirement, redundancy planning		During organisational change the organisation offers support to employees to alleviate associated pressures. Evidence might include invitations to staff consultation and support meetings and details of targeted intervention programmes such as CV writing, redundancy planning, retraining.	
4.6 Social support groups, volunteering and out-of-work activities are actively encouraged and supported by the organisation		The organisation has a special leave policy in place. Employees are aware of the policy. Evidence might include examples of the policy in operation and photo evidence that social support groups, volunteering and activities outside work are promoted throughout the organisation.	

Excellence level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
Section 5: Smoking and tobacco			
5.1 All open areas (outdoor) are clearly signposted as smoke-free and steps are taken to prevent smoking in these areas		The smoke free policy states that smoking is allowed only in designated areas. There are no reports of employees smoking in non-designated areas. Employees know where the designated areas are.	<p>Change to no-smoking signs regulations Supplementary guidance for businesses and local authority regulatory officers about the new rules that have been issued. https://www.gov.uk/government/news/change-to-no-smoking-signs-regulations</p> <p>NHS Quit Now scheme Guidance and information for smokers to stop using tobacco and smoking in the UK. https://quitnow.smokefree.nhs.uk/ http://www.nhs.uk/smokefree https://nosmokingday.org.uk/</p>
5.2 There is active promotion of stop-smoking services and staff are given time to attend		Evidence that employees have been given information about the effects of smoking. Photos of posters/leaflets/information promoting no smoking and availability of support to quit. Employees are allowed time off work to attend stop-smoking services.	
Section 6: Physical activity			
6.1 Opportunities for physical activity linked to the workplace have been investigated and implemented. These activities are sustainable and embedded in the organisational culture		A cycle to work scheme is in place. Workplace walking clubs are in place and promoted to staff. Subsidised gym membership is offered to those who do not have a gym.	<p>TfL Cycling Workplaces Register with TfL Cycling Workplaces, run regular cycle safety seminars and/or cycle training sessions throughout the year and complete the one year follow-up survey. To register, visit tfl.gov.uk/cyclingworkplaces and use invite code HWPC.</p> <p>Walking Works Living Streets' Walking Works offers free resources to employers who would like to encourage their employees to walk more. www.walkingworks.org.uk</p>
6.2 The organisation has a travel plan that promotes physically active ways of getting to and from work and travelling between meetings		Evidence might include the the organisation's travel plan, details of any cycle purchase schemes offered to staff, and information on any schemes to pay walking or cycling miles for in-work travel.	

Excellence level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
Section 7: Healthy eating			
<p>7.1 A corporate healthy eating food plan, guidelines or similar has been produced in consultation with staff that covers:</p> <ul style="list-style-type: none"> • Corporate hospitality • Catering provision • Local sourcing of food using local providers where appropriate • Vending/ in-house catering pricing strategy to promote healthy options 		<p>Evidence might include a copy of the plan and details of staff consultation in its design and delivery.</p>	<p>Good food on the public plate – Sustain Tips from a project to improve food in the public sector, including advice on how to write a sustainable food policy. http://www.sustainweb.org/goodfoodpublicplate/</p> <p>Healthier and more sustainable catering guidance Catering guidance that offers practical advice on how to make catering affordable, healthier and more sustainable. https://www.gov.uk/government/publications/healthier-and-more-sustainable-catering-a-toolkit-for-serving-food-to-adults</p>
<p>7.2 Internal or external support is on offer for those who wish to lose weight</p>		<p>The organisation provides support to those who wish to lose weight through weight management programmes. This support is promoted on site to all employees. Employees are aware of this support.</p>	<p>NHS healthy eating pages Guidance includes weight loss support. http://www.nhs.uk/Livewell/healthy-eating/Pages/Healthyeating.aspx</p>
<p>7.3 There is a rolling schedule of planned events to promote the importance of healthy eating</p>		<p>The organisation has implemented campaigns to promote the importance of healthy eating. Employees have participated in campaign activities.</p>	

Excellence level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
Section 8: Alcohol and substance misuse			
8.1 Managers at all levels are aware of the link between alcohol, substance misuse and mental health in the workplace and aware of why staff may be reluctant to come forward with related problems. Managers actively promote the use of external help and rehabilitation when approached. Employees are aware of link between alcohol, substance misuse and mental health in the workplace		Managers have been trained in how to identify and support staff who may have issues with alcohol. Referral pathways are available to managers for these members of staff.	<p>HSE – don't mix it A guide for employers on alcohol at work. http://www.hse.gov.uk/pubns/indg240.htm</p> <p>Alcohol health network A social enterprise which aims to improve alcohol-related health in the workplace and in communities. Includes a free starter pack to help employers raise awareness of alcohol issues in the workplace and a two hour free consultation for employers working towards charter accreditation. http://www.alcoholhealthnetwork.org.uk/</p>
8.2 Staff representatives from various levels of the organisation are involved in the development or review of the policy which addresses alcohol and other substances		Evidence might include copies of agendas or action plans used to develop the alcohol policy, procedures and work instructions.	

Excellence level

Charter standard area	Is this met?	What this might look like...	Supporting tools/ links
8.3 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		Evidence might include course content of alcohol management training for managers, attendance certificates, intranet pages.	
8.4 Employees have access to alcohol awareness training and it has been delivered to the majority of employees		Evidence might include training content, details of training taking place in the past year and monitoring information to demonstrate that the majority of employees have attended.	
8.5 Employees are aware of the link between alcohol, substance misuse and mental health in the workplace		The alcohol and substance misuse policy details the link between alcohol and substance misuse and mental health. Line manager training content includes reference to alcohol misuse and mental wellbeing.	

