



Llywodraeth Cymru
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Corporate Health Standard

A quality framework and award for health and well-being in the workplace



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We found the structure of this accreditation gave us focus on how to achieve a holistic and embedded approach to helping our staff make better life choices.

Ipsen.

The Corporate Health Standard has proved to be a truly invaluable tool in helping us understand the multiple determinants of health and, to develop a comprehensive approach to improving health and well-being which acknowledges the combined influence of personal, physical-environmental and organizational factors.

Heath, Safety and Sustainable Development Manager, Bridgend College.

The Corporate Health Standard provided an invaluable framework on which we were able to build our health and well-being provision at the University. The assessment process culminated in a report and an award which provided external validation of our health and well-being standard and valuable independent verification of our health and well-being provision.

Safety and Health Practitioner, Cardiff Metropolitan University.

Being part of the CHS has brought our staff team together in ways that have had a huge benefit to our well being and productivity. Instead of only meeting across desks we now meet to walk, sing, and learn Tai Chi as regular activities at work as well as some one-off events such as a cycle ride or health check. We have enjoyed finding out about each other in these informal settings and it has impacted on the culture of the organisation. We are a more cohesive and healthy team as a result.

Operational Manager, Cardiff YMCA Housing Association.

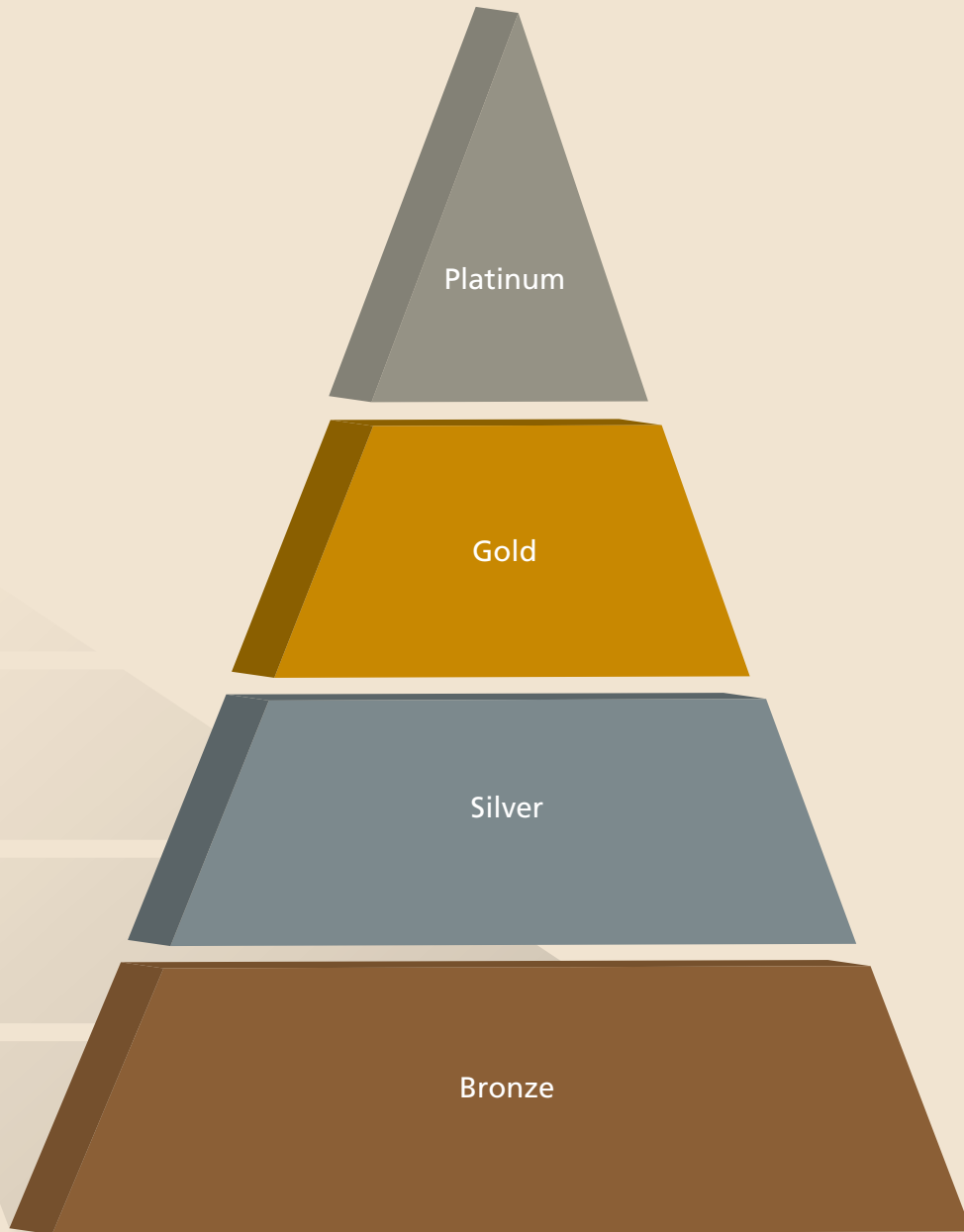


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The Corporate Health Standard



Introduction

The Corporate Health Standard is a free service which is funded as part of the Welsh Government's 'Healthy Working Wales' programme¹. It is the national quality framework and award for employers to improve health and well-being in the workplace. Any workplace in Wales with more than 50 employees can take part. Employers with fewer than 50 employees can access a similar framework called the Small Workplace Health Award.¹

The Corporate Health Standard has four levels of award to recognise each stage of the developmental health and well-being work achieved by employers. The four levels are Bronze, Silver, Gold and Platinum. The framework begins at Bronze with a foundation of legislation, organisational support and policies and interventions which address the key workplace risks to employee health and well-being. It builds to Platinum which is the beacon for exemplar employers who demonstrate sustainable business practices and take full account of their corporate social responsibilities.

The Corporate Health Standard is delivered by Public Health Wales and supported by a range of partner organisations including The Chartered Society of Physiotherapy, Alcohol Concern Cymru, Sustrans Cymru, Business in the Community in Wales, Wales TUC, and Age Cymru.



This pack sets out the criteria which need to be met at each level of the framework to achieve an award. It is supported by a list of resources and a handbook.

Why invest in workplace health and well-being?

Good work is important for physical and mental health and well-being.² Employers who adopt good working practices will have a happier, healthier and more productive workforce.

People in employment spend most of their waking hours in work. In Wales, around 70% of people of working-age are in work, which is approximately 1.3 million people.³ Therefore, this makes the workplace an effective setting to improve the health and well-being of the working-age population. There is also a clear business case to improve the health and well-being of employees; the cost of sickness absence per employee is in the region of £600 each year.⁴

Employers participating in the Corporate Health Standard have reported positive business outcomes including reductions in sickness absence rates by up to 50%, reductions in levels of stress, and increases in employee engagement and customer satisfaction.⁵

¹ 'Healthy Working Wales', the Welsh Government's work and health programme (including the Corporate Health Standard and Small Workplace Health Award): www.healthyworkingwales.org

² Waddell, G. and Burton, A.K. (2006). Is work good for your health and well-being? TSO

³ www.statswales.wales.gov.uk (employment rate for the year ending 30 June 2014)

⁴ CIPD, Absence Management: Annual survey report 2012. www.cipd.co.uk

⁵ Welsh Government, Public Health Division, Corporate Health Standard Assessment Reports, 2014.

Criteria

The Corporate Health Standard is divided into two sections: organisational support and specific health issues, which are essential for sustainable health and well-being improvement in the workplace.

Organisational support – How sustainable employee health and well-being is influenced through the ethos and culture of the business/organisation and its leadership process.

Specific health issues – The management of the key preventable ill-health issues in the workplace.



The Independent Assessment Service

Employers will be required to produce a portfolio of evidence that is relevant to the desired level of award. Prior to the full assessment, the portfolio will be reviewed by means of a 'mock' visit. During the full assessment, a small group of independent assessors will:

- Review the evidence in the portfolio.
- Meet the health and well-being steering group to ask questions about the evidence in the portfolio.
- Visit various areas of the workplace to meet employees who have benefited from the health interventions, and view the resources available to support the information in the portfolio.

Further guidance and support is available from Public Health Wales, assessment workshops and in the handbook.

Corporate Health Standard Awards



Corporate Health Standard plaques and certificates are awarded by the Welsh Government at events across Wales. These events also provide employers and award-winners with the opportunity to network with other businesses and organisations addressing work and health issues. The latest developments and news on work and health and the Corporate Health Standard are also communicated through e-bulletins.

Once awarded, the Corporate Health Standard is valid for three years, but employers can re-apply to enhance their level of award from six months after the full assessment. The report produced following the assessment will provide suggestions for further action, which can be used as a stimulus for future development and progression to the next level. Employers can also apply to re-validate their existing award after three years.

Please note:

1. If the Welsh Government or Public Health Wales are made aware of any change of circumstances that may cause the business/organisation to fall below the level of award which it has achieved, a re-assessment may be required.
2. The criteria should be applied across the business/organisation, including Board Members, Elected Members and Governors etc.

Organisational Support

This module reflects that organisational support is fundamental to improving health and well-being in the workplace. It is made up of five topic areas:

- Senior level commitment.
- Employee engagement.
- Managing for health and safety.
- Health, work and well-being.
- Monitoring, evaluation and review.

1. Senior level commitment

Criteria

Embedding health and well-being within the culture of your workplace requires a planned approach, with commitment from senior management and supported by resources.

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Assessors will want to see evidence of:

- An on-going and demonstrable commitment to workplace health at senior management or board level.
- A representative health and well-being steering group, with a record of meetings and the involvement of key people, for example, human resources, communications, trade union/employee representatives, catering, employees.
- A health and well-being action plan (a template will be provided by your Workplace Health Practitioner), which demonstrates a planned approach to improving the health and well-being of your employees.

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Assessors will want to see evidence of:

- Specific resources for health and well-being activity, for example, a budget for the improvement of health and well-being.

- Health and well-being featured in the organisation's corporate goals, for example, HR strategy, business plan.
- Organisational support for health and well-being is included in induction.

GOLD



Assessors will want to see evidence of:

- Workplace health and well-being integrated into the working practice and business planning of the business/organisation.
- An action plan which demonstrates a long term approach to sustaining health and well-being in the organisation.
- Senior management are seen to be actively supporting health and well-being across the organisation.
- Improving the health and well-being of employees is included in the objectives of appropriate employees.

2. Employee engagement

Criteria

Effective engagement and communication are essential for employee health and well-being and wider policy development.

Establishing and using effective channels of communication to engage employees is a key component in promoting health and well-being. Employees should be actively involved in giving and receiving information, engaged in consultations, policy development and review, and participating in and taking responsibility for health and well-being activities.

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Assessors will want to see evidence of:

- Communication systems must be in place to ensure that all employees can receive and provide information.
- Dissemination of health and well-being information through a range of communication channels, for example, e-mail, Internet/Intranet, social media, TV screens in the workplace, payslips.
- A prominently sited and regularly updated health and well-being notice board, or an electronic equivalent.
- Employee briefings on health and well-being, for example, workforce, departmental, team and health and safety briefings.

SILVER



Assessors will want to see evidence of:

- The participation of employees in health and well-being activities.
- A dedicated health and well-being Intranet site or a dedicated section on an existing site, or equivalent.

- A health and well-being newsletter/e-newsletter or a section of an existing newsletter.
- Employee suggestion schemes with feedback to employees, or similar, to facilitate two-way communication.
- Engagement and consultation with employees, including on policy development and review.

GOLD



Assessors will want to see evidence of:

- Employees taking responsibility for workplace health and well-being activities.
- Communication through health and well-being advocates/champions.
- A comprehensive approach to communication at all levels and sites of the organisation. Senior managers are visible and there is a communications policy. Employees have the option and are encouraged to raise issues around work and health, locally.

3. Managing for Health and Safety

Criteria

As well as being a healthy workplace, the business/organisation must also be a safe place to work. Health and safety should be seen as everyone's responsibility. Whatever your industry, or the size or nature of your organisation, the keys to effectively managing for health and safety are:

- Leadership and management.
- A competent workforce.
- An environment where people are trusted and involved.

In all workplaces there should be sensible and proportionate control measures in place to manage real risks. Where there are specific risks to workers, such as exposure to welding fumes, isocyanates, flour dust, asbestos or excessive noise, you should ensure that your control measures meet the minimum legal standards.

Where the organisation is a registered major hazard site, under the COMAH Regulations (Control of Major Accident Hazards Regulations 1999), the site should have an up-to-date safety case assessment and agreed inspection plan, with the joint competent authority.

Organisations should have evidence that they have effective arrangements for monitoring health and safety performance.

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As a minimum, you should have evidence that the processes and procedures required to meet the legal requirements are in place, this includes:

- A written health and safety policy.
- Suitable and sufficient assessments of the risks to employees, contractors, customers, partners, and any other people who could be affected by your activities.
- Arrangements for the effective planning, organisation, control, monitoring and review of the preventive and protective measures that come from risk assessment.
- Access to competent health and safety advice, for example see the Occupational Safety and Health Consultants Register (OSHCR) at www.hse.gov.uk/oshcr
- Consulting and providing employees with information about the risks in your workplace and how they are prevented and protected.
- Instruction and training is provided to employees on how to deal with the risks, and adequate and appropriate supervision is in place.

The Health and Safety Executive was consulted in the production of this publication and endorses this specific section on managing for health and safety whilst recognising some elements of the Standards may go beyond the law.

4. Health, work and well-being

Criteria

A focus on health, work and well-being aims to maximise the health gains of being in work, ensures a safe environment for work and removes barriers to allow individuals to realise their potential whilst in and on returning to work.

This module advocates a preventative approach to addressing health issues in the workplace, supported by awareness raising, the need for a work-life balance, and supporting the changing demographic of the workforce. It links all aspects of health, work and well-being from the specific health issue modules of the Corporate Health Standard.

By 2033, almost 26% of the population of Wales will be over the age of 65. This means that employers must consider the ageing of their workforce, including the support needed by individuals with chronic diseases and long-term conditions to remain in work.

The module also recognises the legal requirement for certain employers to provide occupational health services and the need to address the specific health issues which affect the workplace.

Assessors will be interested in the management and mechanisms for the service provided. The following information defines a framework for occupational health services that should be core to their management and operation.

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Assessors will want to see evidence that the organisation:

- Has a specific return to work policy, or it forms part of the attendance management policy.
- Is conducting return to work interviews following absence, with training/guidance

for line managers.

- Is fulfilling statutory requirements relating to occupational health in the workplace to agreed standards.
- Is providing information and raising awareness of health, work and well-being issues, through the organisation's range of communication channels.

SILVER



Assessors will want to see evidence that the organisation:

- Is targeting health interventions around the specific health needs of their employees (see table 1 on page 11), including managing chronic diseases and long-term conditions.
- Demonstrates that support / development is provided to appropriate employees (for example, brief intervention training for health champions) and those involved in health and well-being networks / peer support systems.

GOLD



Assessors will want to see evidence that the organisation:

- Is monitoring, reviewing and improving (where necessary) the organisation's provision of occupational health and / or health interventions (see tables 1 and 2 on page 11).
- Is supporting the changing demographic of the workforce with a positive and proactive position.

Table 1

Workplace health and well-being planning should meet the needs of the workforce and should be risk-based. Longer working lives also creates the need to support employees with chronic, fluctuating or progressive health conditions, whilst recognising that it is not always necessary to be in perfect health to be in work. Listed below are examples of a range of issues that can be effectively targeted in the workplace. Employers should also consider how gender-specific information is displayed in the workplace.

Demographics	Maintaining mental well-being and resilience in later life, through advising on health and finance issues pre-retirement.
Chronic diseases and long-term conditions	The need to support staff to manage chronic diseases and long-term conditions, through job design and work practices, to help an individual to remain in work. Examples include asthma, cancer, diabetes, mental health problems, epilepsy, dementia, arthritis, heart disease, stroke, obesity, osteoporosis and chronic obstructive pulmonary disease (COPD).
Lifestyle screening	A planned approach targeting higher risk groups (including coronary heart disease and stroke), including over 50s, smokers, overweight, Black and Ethnic Minority Population (certain ethnic groups have higher rates of some health conditions).
Men's health	Testicular, prostate, skin, lung and bowel cancers.
Sexual health	Contraception, sexually transmitted infections (STIs), including chlamydia and gonorrhoea, HIV, teenage pregnancy.
Women's health	Cervical, breast, skin, lung and bowel cancers; osteoporosis, pregnancy, menopause.

Assessors will want to see evidence that the occupational health service:

- Is delivered by a health professional with a qualification in occupational medicine or occupational health, and has access to a specialist occupational physician.
- Manages occupational health risks effectively.
- Provides access to a multi-disciplinary team of healthcare professionals.
- An explicit standard of referral that is both adequate and appropriate to meet the needs of the organisation. This should include referral by the employee, GP, line manager and other appropriate employees, for example health and safety officer and union official.
- Is supporting the retention and rehabilitation of employees through reasonable adjustments. This could include phased return to work, flexible working, providing transport support, supporting treatment time, and adjustments to jobs or premises.

5. Monitoring, evaluation and review

Monitoring, evaluation and review are essential components of health and well-being in the workplace, to assess progress and identify further areas for improvement.

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Assessors will want to see evidence of:

- Recording of attendance management data.
- Recording of participation levels, for example, participation rates in health and well-being activities.

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Assessors will want to see evidence of:

- An analysis of employee needs, for example, questionnaire, survey, focus group, training needs analysis, which will inform future well-being activities.
- Evaluation of specific health and well-being activities, making use of attendance management data including trends and hot-spots.
- Developments / progress on results of evaluations and analyses to be considered annually at Board or senior management level.

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Assessors will want to see evidence of:

- Performance and personal development reviews are completed.
- Demonstrate the actions / improvements that have been made following the results of evaluations and analyses.
- Quantifies the inputs and impact of its health and well-being approach.

Specific Health Issues

Tobacco

This module is supported by Stop Smoking Wales.



Introduction

Smoking is the largest preventable cause of illness, disability and premature death in Wales. It is estimated that there are around 106,000 smoking-related deaths in the UK each year,¹ and around 5,500 of these are in Wales.² This means that nearly one in every five deaths in Wales is attributable to smoking.

Smoking is also a major cause of disease and impacts negatively on attendance, performance and productivity at work. This is because it can take up to 20-30 years for an individual to develop ill-health from a life-time of smoking. Smoking also damages the health of non-smokers. In 2004, the Scientific Committee on Tobacco and Health (SCOTH) issued a further report that confirmed exposure to second-hand smoke causes lung cancer and heart disease in adult non-smokers.³

The problem that Wales faces is that more than 20% of the adult population still smokes, and this will continue to impact on well-being and employment.⁴ However, there are opportunities for employees to access support to stop or reduce smoking through the workplace. The economic costs to employers from excess sickness absence related to smoking and smoking breaks are estimated to amount to £49.5m and £41m respectively.⁵

The ban on smoking in enclosed public places came into effect in Wales on 2nd April 2007. Detailed guidance on how the legislation applies to employers and what organisations

are required to do to comply with the legislation (including places that are exempt from the legislation) can be found at: <http://wales.gov.uk/topics/health/improvement/smoking>.

E-cigarettes are not currently included in the smoking ban. There are an estimated 100,000 e-cigarette users in Wales.⁶ The World Health Organisation has recommended that their indoor use is banned.⁷ The Welsh Government made a proposal in its Public Health White Paper⁶ (published in April 2014) to restrict the use of e-cigarettes in enclosed and substantially enclosed public and work places.

Since February 2011, it is no longer permitted to sell tobacco products from vending machines in Wales. Local Authorities are responsible for the enforcement of the regulations. Guidance for businesses has been produced to explain the requirements of the law and can be found at: <http://wales.gov.uk/topics/health/publications/health/guidance/ban>.

1. Health Development Agency (2004). The smoking epidemic in England. London: HA.

2. Tobacco and Health in Wales (2012). Public Health Wales and the Welsh Government.

3. Scientific Committee on Tobacco and Health (SCOTH) (2004). Second-hand smoke: a review of evidence since 1998. London: Department of Health.

4. Chief Medical Officer for Wales Annual Report 2012-13: Healthier, Happier, Fairer (Data Compendium).

5. The Economic Cost of Smoking to Wales: a review of existing evidence. Dr Aimee Grant, ASH Wales 2013.

6. Welsh Government Public Health White Paper "Listening to you: Your health matters" <http://wales.gov.uk/consultations/healthsocialcare/white-paper/?lang=en>

7. Electronic Nicotine Delivery System. Report by WHO. WHO Framework Convention on Tobacco Control. FCTC/COP/6/10. 21 July 2014.

BRONZE

B

At this level, assessors will want to see evidence that demonstrates the successful implementation of a smoke-free policy together with associated activities that:

- Clearly outlines how the organisation complies with the tobacco legislation where it applies, including signage.
- The smoking policy is included in the induction programme for new employees.
- Demonstrates how the organisation has considered and included the use/non-use of e-cigarettes in the workplace (buildings and grounds) in its smoking policy.
- Demonstrates that information about the health consequences of tobacco and nicotine use, including second-hand smoke, is available to employees, e.g. posters, leaflets and the Intranet.
- Demonstrates that the organisation participates in smoking cessation campaigns such as Stoptober and No Smoking Day.
- Clearly promotes smoking cessation services, for example the Stop Smoking Wales service for group and individual support.
- Raises awareness of pharmacy-based smoking cessation services (for individual support), where available.

SILVER

S

At this level, assessors will be looking for evidence that:

- Information on the health benefits of giving up smoking is readily available to employees, and the telephone number for the Stop Smoking Wales service is permanently on display.
- The organisation supports employees, for example peer support networks and buddy systems, including allowing time off during working hours for them to attend smoking cessation services, and / or inviting cessation support services to run in-house sessions (where these are justified by sufficient demand).
- If the organisation has provided a smoking shelter for use by employees, then it should also consider how similar provision could be made for e-cigarette users, e.g. by the provision of a separate shelter, or differently timed breaks.

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G

At this level, assessors will be looking for evidence that:

- The smoke-free policy bans smoking in the grounds of the business.
- The smoke-free policy prohibits the use of e-cigarettes in the buildings and grounds of the workplace.

Specific Health Issues

Mental Health and Well-Being

This module is supported by Mind Cymru.



Introduction

One in six employees will have a mental health problem at any one time,¹ and the Health and Safety Executive (HSE) estimates that 10.4 million working days were lost in Britain during 2011-12 due to stress, depression or anxiety. In 2011-12, 49% of new work-related conditions were related to stress.² The costs associated with poor mental health in the workplace amount to nearly £1.2 billion a year, equivalent to £860 for every employee in the Welsh workforce.³ A number of studies have found that high stress at work is also linked to the increased risk of developing a musculoskeletal disorder.⁴

This section is divided into two parts. The first covers the promotion of 'mental well-being and the management of pressure' in the workplace. The second addresses issues associated with 'mental ill-health' and how organisations retain their employees and reintegrate them into the workplace following a period of absence.

1. Mental well-being and the management of pressure

The reasons for the promotion of mental health and well-being in the workplace fall into three main categories:

1. The strong ethical and moral obligation – work should not damage mental well-being.
2. The legislative framework that applies.
3. The compelling business case.

The workplace can have a positive affect on employees' mental health and well-being. Promoting mental health and well-being in the workplace requires an approach that considers the sources of pressure and the causes of mental distress at work, and not solely the symptoms. It is about good management and the development of initiatives to address the underlying issues.

Organisations should have adopted a mental health and well-being policy, which demonstrates

the organisation's commitment to the prevention and management of stress at work, and adherence to the HSE's Management Standards on stress at work.

One way of addressing the management of pressure is to undertake a risk assessment process. Good communication and consultation within teams, between managers, supervisors and employees is a pre-requisite for any approach to pressure management. The policy should also demonstrate that it is supportive to employees experiencing mental health problems.

The organisation also needs to recognise that issues external to the workplace may affect employees' mental health. These issues can widely range from worries about caring for children or elderly relatives, to relationship breakdowns, financial concerns and domestic abuse. A multi-layered approach that incorporates support from the line manager / supervisor, specialist support such as occupational health, health and safety and human resources, and other forms of external agencies such as an employee assistance programme, counselling service etc. is welcomed.

Evidence shows that there is a link between being physically active and good mental well-being as part of a healthy lifestyle (see 'physical activity' module and 'Five Ways to Well-being' in 'Resources').

1. Equality and Human Rights Commission – Mental health is your business (www.equalityhumanrights.com/wales/past-projects/your-business-workplace-policies-on-domestic-abuse-and-mental-health/mental-health-is-your-business)

2. The Health and Safety Executive Statistics 2012-13. (www.hse.gov.uk/statistics)

3. Promoting mental health and preventing mental illness, All Wales Mental Health Promotion Network, October 2009

4. European Working Conditions Observatory www.eurofound.europa.eu/ewco/2010/07/SE1007019I.htm

Criteria

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Assessors will look for evidence to show that the organisation:

- Is compliant with legislation, including the Equality Act 2010.
- Has a mental health and well-being / management of pressure (stress management) policy (that may be part of the health and safety policy).
- Has introduced flexible-working practices and family-friendly policies, and these are referenced in the policy.
- Has a dignity at work policy.
- Has systems in place where employees can comment on their job demands, job role and identify concerns or training needs, e.g. one-to-one meetings with managers, team meetings / toolbox talks, appraisal system / performance review.
- Makes available to employees, through managers and work champions, resources on mental well-being, for example Health and Safety Executive leaflets, information from Mind Cymru including Mind's Mental Health at Work resources.
- The organisation participates in sign-posting and awareness-raising campaigns / events, for example National Stress Awareness Day, World Mental Health Day.

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Assessors will look for evidence to show that:

- The organisation is committed to the principles of the Health and Safety Executive's Stress Management Standards (www.hse.gov.uk/stress/standards).
- Managers and employees have been given training to identify the signs and symptoms associated with stress and other mental health problems.
- The organisation promotes anti-stigma and mental health discrimination messages, and a culture where employees can talk about mental health.
- The analysis of employee needs (questionnaire, survey, focus group etc.) gauges the mental well-being of the workplace.
- The links between mental health problems and musculoskeletal disorders are recognised.

GOLD

G

Assessors will want to see evidence that:

- Positive mental health within the workplace is promoted, including through health fairs and workshops.
- The organisation has guidance for managers, including sign-posting on how to support employees facing difficult personal issues, such as bereavement, terminal illness, domestic abuse / violence etc.
- Pro-active risk assessments for stress, which focus on organisational issues, are completed.

2. Mental ill-health

It should be recognised that mental illness is not necessarily a barrier to effective working, and providing employment and maintaining people in work is a positive way of supporting employees who are recovering from mental health problems.

As stated previously, significant numbers of employees are experiencing mental ill health, and this prevalence is unlikely to reduce in the immediate future. Ensuring a smooth

transition back to work is essential if key skills, knowledge and experience are not going to be lost.

Having in place a proactive and comprehensive approach to return to work and rehabilitation is essential. Such an approach includes good communication and management support, and flexibility in terms of job role, hours of work, location of work etc.

Criteria

BRONZE



Assessors will look for evidence to show that the organisation:

- Has in place referral pathways and sign-posting so that employees can receive appropriate support quickly.

SILVER



Assessors will look for evidence to show that the organisation:

- Completes risk assessments for stress on a 'with cause' basis, i.e. when an employee comes forward with a problem or when they return following a period of stress-related absence.
- Confidential support and counselling is available for all employees.
- The organisation has systems in place to provide a supported and staged return to work. This would include reasonable adjustments to work roles, flexible-working, home-working etc.

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Assessors will look for evidence that:

- Employees can self-refer for counselling.
- Training is provided to enable appropriate employees to identify the signs and symptoms of mental health conditions.
- The organisation provides support to employees (women and men) experiencing domestic abuse, including a policy/guidance and sign-posting to appropriate help.

Specific Health Issues

Musculoskeletal Disorders (MSDs)

This module is supported by The Chartered Society of Physiotherapy.



Introduction

Work-related musculoskeletal disorders (MSDs), including manual handling injuries, are the most common type of occupational ill health. Risk factors causing MSDs can be found in virtually every workplace from commerce to agriculture, health services to construction.

It is important to remember that:

- ✓ there is a lot you can do to help prevent MSDs;
- ✓ preventative measures are often simple and cost-effective;
- ✓ where MSDs occur, early reporting of symptoms, proper treatment and suitable rehabilitation are essential.

The law requires employers to assess and control risk in the workplace, and this includes manual handling, upper limb disorders, repetitive stress injury and display screen equipment (DSE).

In this module, organisations will be expected to demonstrate a commitment to reducing MSDs. Organisations should also be reviewing the situation regularly to ensure changes are effective. Injury and ill health data should be reviewed to support the development of policies and further action.

Criteria

BRONZE



Assessors will look for evidence that:

- MSDs are included as part of an organisation's health and safety policy.
- The organisation has identified the key MSD risks and developed effective, proportionate and practical controls for these risks.
- The controls include appropriate training, together with the provision and use of lifting and handling equipment, use of display screen equipment (DSE) and other equipment to support upper limb disorders and repetitive strain injury (RSI).
- There are specific examples where risks have been eliminated or reduced, and where the task and the workplace have been designed to take account of risk.
- Information is given on preventing and managing MSDs.

1. Health and Safety Executive advice on MSDs at: www.hse.gov.uk/msd/index.htm

2. Health and Safety Executive tools:

- The Manual Handling Assessment Chart – Mac tool – is used to assess the risks posed by lifting, lowering, carrying and team manual handling activities, see: www.hse.gov.uk/msd/mac/index.htm
- The Assessment of Repetitive Tasks – ART tool – is designed to help assess repetitive tasks involving the upper limbs, see: www.hse.gov.uk/msd/uld/art/index.htm

SILVER



Assessors will want to see evidence that:

- The organisation has a policy and systems in place to support employees in their return to work.
- The links between mental health problems and MSDs are recognised.
- Employees are sign-posted to appropriate support, for example websites.

Assessors will also want to see that the return to work policy includes:

- Reasonable adjustment – this could mean altering a task, equipment or workload. The adjustments could also be designed to help someone build up their level of capacity, such as reduced hours or lighter duties.
- Reference to flexible working and home working to support return to work.
- The return to work is managed and staged (wherever appropriate) for example, by offering home working or part-time hours on return.
- Wherever practicable, redeployment is considered where an employee cannot return to their original role.

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Assessors will want to see evidence that:

- The organisation provides access to a full range of interventions to support employees with musculoskeletal disorders, for example referral to occupational health, workstation assessments, physiotherapy, adaption of working practices.

Specific Health Issues

Alcohol, Drugs and Other Substance Use

This module is supported by Alcohol Concern Cymru and Drug and Alcohol Charities Wales (DACW).



Introduction

For many people, drinking alcohol socially is a positive part of life and does not cause any problems. However, alcohol, drugs and other substance use should be a concern to every employer. In a work context, alcohol, drugs and other substances not only damage employees' health but also impact on performance, productivity, absenteeism and accidents. An employee's concentration and performance can also be negatively affected where a family member is misusing alcohol or other substances.

Drugs include illegal drugs, prescription-only medicines and over-the-counter medicines. Other substances include aerosol propellants, butane, solvents and glues, and psychoactive substances (commonly known as 'legal highs').

By using the term 'misuse' in policy documentation, many workplace alcohol and drug policies appear to focus on serious and harmful levels of use / consumption - this is where an employee's life is being seriously, adversely affected and harmed.

However, this focus does not accurately reflect the nature of the issues arising in a workplace that are caused by an employee's use of alcohol, drugs and other substances that cause harm. The term 'use' rather than 'misuse' is therefore to be preferred as it covers single incidents as well as longer-term behaviour. This can be expressed through the term 'inappropriate use'. This is not use that is dependent or addictive in nature, neither is it use that is necessarily long-term with obvious effects. Inappropriate use covers coming into work still under the influence of alcohol consumed the night before, for example, and lunchtime / recreational use of alcohol, drugs and other substances.

It is estimated that alcohol-related sickness costs the UK economy 17 million working days each year, at a cost to employers of £1.7 billion.¹

Legislation can be used to address the use of alcohol, drugs and other substances, and their potential impact on an employee's work. Employers therefore have a statutory obligation to ensure that the law is complied with, for example, the Health and Safety at Work Act 1974 and the Misuse of Drugs Act 1971.

1. National Institute for Health and Clinical Excellence (June 2010), 'Business case: Alcohol-use disorders: preventing harmful drinking', p. 13

Criteria

BRONZE

B

Assessors will look for evidence that the organisation:

- Has a policy on alcohol, drugs and other substance use that is not solely disciplinary.
- Has produced briefing / guidance / training for managers on how to identify and deal with employees presenting for work and showing signs of alcohol, drugs or other substance use, that clearly describes how the duty of care responsibility is fulfilled towards the individual.
- Runs awareness-raising sessions for employees on the alcohol, drugs and other substance use policy, and the risks associated with alcohol, drugs and other substance use, including the consequences to continuing employment where illegal substances are concerned.
- Sign-posts to local or national helplines, support agencies and self-help support groups (for individuals and family members).
- Promotes sensible drinking messages.
- Is supportive to those experiencing alcohol, drugs and other substance use problems, but clearly outlines that possession or dealing in drugs at work will be reported to the police.
- Clearly outlines at what point and in what circumstances an employee's drinking / drugs / substance use is treated as a matter for discipline rather than a health problem.
- Makes available soft drinks and non-alcoholic drinks at corporate functions.

SILVER

S

At this level Assessors will look for evidence that the organisation:

- Has in place mechanisms to provide specialist support to employees experiencing difficulties as a result of alcohol, drugs and other substance use, for example counselling.
- The organisation's position on alcohol, drugs and other substance use and the conduct of its employees is clearly addressed in induction training.
- Has clear behavioural expectations around alcohol, drugs and other substance use, for example, employees are encouraged not to consume alcohol during the working day.

GOLD

G

- The alcohol, drugs and other substance use policy must clearly prohibit the consumption of alcohol for all employees at any time during the working day.

Specific Health Issues

Food, Health and Well-being

This module is supported by Public Health Dietitians in Wales.

“ Employers that actively engage in supporting employees to consume a better diet can benefit both the health and productivity of their workforce. ”

~ Public Health Dietitians in Wales

Introduction

Eating a healthy, balanced diet is essential for good health and well-being. Many people in Wales consume a poor diet; high in calories, saturated fat, sugar and salt, and low in fruit and vegetables, wholegrain carbohydrates and oily fish. Together with low levels of physical activity, this has contributed to 58% of adults being classified as overweight or obese, including 22% obese, in 2013.¹

Poor diet also increases the risk of type 2 diabetes, coronary heart disease and cancers. It is estimated that approximately one-third of deaths from heart disease and one-quarter of deaths from cancer in the UK can be attributed to diet. The impact of poor diet, obesity and chronic conditions further extends to the workplace through increased absenteeism and reduced productivity, which has financial implications for employers and the workforce.

Employers that actively engage in supporting employees to consume a better diet can benefit both the health and productivity of their workforce. The development and implementation of a nutrition policy can enhance the promotion of healthy eating. Nutrition policies/guidelines should address (where relevant):

- Size, composition and balance of meals.
- Preparation, cooking and serving methods.
- Provision and promotion of healthier options.
- Procurement strategies and product specifications.
- Information for employees on healthy eating.

Canteens that offer healthy choices, alongside the promotion of physical activity, can make important contributions to addressing the key public health challenge of obesity. Even organisations without catering facilities can take positive steps to promote healthy eating and encourage employees to eat a healthy balanced diet.

Employers with catering facilities also have the requirement to provide information on allergenic ingredients in non-prepacked food, in writing and/or orally.

www.food.gov.uk/wales/about-fsa-wales/cymru/cyngor/alerg/eu-food-information-for-consumers-regulation-resources-for-local-authorities-food-businesses-and-consumers

This module is separated into two sections:

1. Workplaces without catering facilities.
2. Workplaces with catering facilities.

1. Welsh Health Survey 2013 - Initial headline results.

1. Workplaces without catering facilities

Criteria

BRONZE



Assessors will look for evidence that:

- Suitable eating areas are provided and employees are encouraged to use them.
- Refrigerators are provided to allow employees to bring and keep cool prepared lunches and snacks.
- Drinking water is easily accessible.
- Employees are provided with information about healthy eating, including links to websites (see 'Resources') and local services that promote affordable healthy eating.
- Suitable facilities for breastfeeding mothers are provided when required.
- The organisation raises awareness of and participates in national campaigns.
- Where vending machines are provided, 25% of snacks and drinks should be healthier options.

SILVER



Assessors will look for evidence that:

- The organisation has a nutrition policy/guidelines.
- Healthy choices are provided at corporate functions and social events.
- A minimum of one promotional event is held each year to highlight healthy eating choices.
- Where vending machines are provided, 50% of snacks and drinks should be healthier options.

GOLD



Assessors will look for evidence that:

- There is a planned annual programme of promotional events to highlight healthier options.
- There are links with approved lifestyle screening so that employees can assess their eating habits and identify changes.
- Support is available for those employees who want to improve their diet and/or lose weight. This should include sign-posting to further information and help, such as local services, possibly by a 'Health Champion'.
- Where vending machines are provided, 75% of snacks and drinks should be healthier options.

2. Workplaces with catering facilities

The criteria below are supported by the Healthy Food and Catering Practices table, which is available on the Healthy Working Wales website (www.healthyworkingwales.org). Both the criteria and the table can help workplaces work towards providing a balanced menu with the promotion of healthier options.

Criteria

BRONZE



Assessors will look for evidence that:

- Suitable eating areas are provided and employees are encouraged to use them.
- Refrigerators are provided to allow employees to bring and keep cool prepared lunches and snacks.
- Drinking water is easily accessible.
- Employees are provided with information about healthy eating, including links to websites (see 'Resources') and local services that promote affordable healthy eating.
- Suitable facilities for breastfeeding mothers are provided when required.
- The organisation raises awareness of and participates in national campaigns.
- The premises have achieved a food hygiene rating score of 3 or above.
- A balanced menu with promotion of healthier options, which shows the types and proportions of food that employees need to eat to achieve a healthy diet (see 'Resources').
- The Bronze criteria for healthy food and catering practices are in place (see table).

SILVER



Assessors will look for evidence that:

- The organisation has a nutrition policy/guidelines.
- The catering provider (if contracted) should have a clear nutrition policy/guidelines which meets these criteria.
- Where possible, the organisation sources and promotes local produce / ingredients.
- Healthier options are provided at corporate functions and social events.
- A minimum of one promotional event is held each year to highlight healthier options.
- The premises have achieved a food hygiene rating score of 4 or above.
- The Silver criteria for healthy food and catering practices are in place (see table).

GOLD



Assessors will look for evidence that:

- There is a planned annual programme of promotional events to highlight healthier options.
- There are links with approved lifestyle screening so that employees can assess their eating habits and identify changes.
- Support is available for those employees who want to improve their diet and/or lose weight. This should include sign-posting to further information and help, such as local services, possibly by a 'Health Champion'.
- When procuring catering services, best practice standards (similar to these criteria) are included in the specification.
- The Gold criteria for healthy food and catering practices are in place (see table).

Specific Health Issues

Physical Activity

This module is supported by Sustrans Cymru and Ramblers Cymru.



Introduction

Employees spend around 60% of their waking hours at work and the workplace provides an effective platform to promote physical activity amongst adults. Interventions to encourage employees to build activity into their daily life through flexible working practices, cycle racks to encourage active-commuting and signage to encourage the use of stairs instead of lifts can be effective and inexpensive. Further, physically-active workers take 27% fewer sick days¹ and physical activity is associated with reductions in stress, depression or anxiety and musculoskeletal disorders. Everyday activities such as walking and cycling can be both enjoyable and an active travel option. Encouraging and enabling increased sustainable and active travel benefits employees' health and well-being, personal finances, the environment, and the economy.

Adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes of moderate intensity activity (e.g. fast walking) in bouts of 10 minutes or more – one way to do this is to do 30 minutes on at least 5 days a week. Alternatively, comparable benefits can be achieved through 75 minutes of vigorous intensity activity (e.g. running) spread across the week or a combination of moderate and vigorous intensity activity. Adults should also undertake physical activity to improve muscle strength on at least 2 days a week. All adults should minimise the amount of time spent being sedentary (sitting) for extended periods.

In Wales, only 29% of the population meet the recommended levels of physical activity to benefit their health.² Further, the National Survey for Wales found that people were most likely to use their car to travel to work (77%) and, of all the destinations asked about, least likely to walk to work (17%). Only 3% reported that they usually cycle to work.³

Regular physical activity can reduce the risk of coronary heart disease, stroke, type 2 diabetes, cancer, obesity, mental health problems and musculoskeletal conditions. Physical activity also provides benefits for well-being, for example improved mood, a sense of achievement and release from daily stress. Even relatively small increases in physical activity are associated with some protection against chronic diseases and an improved quality of life.⁴

The Active Travel (Wales) Act 2013 aims to make it easier and safer for people to walk and cycle for everyday journeys, including commuting. It does this through providing better information about safe routes, more co-ordinated planning, and requiring infrastructure to be improved each year.

1. PH13 Promoting physical activity in the workplace: full guidance, NICE.

2. Welsh Health Survey (2013).

3. National Survey for Wales, Headline results, 2013-14: <http://wales.gov.uk/statistics-and-research/nationals-survey/>

4. 4 UK Health Departments (2011). Start Active, Stay Active. A report on physical activity for health from the four home countries' Chief Medical Officers.

Criteria

BRONZE



Assessors will want to see evidence that the organisation:

- Raises awareness of the importance of regular physical activity, including promotion of key messages.
- Provides and promotes information about the health benefits of exercise, including walking and cycling.
- Provides and promotes information or contacts about local leisure centres, sports clubs, fitness classes, walking groups and other local projects.
- Provides and promotes information about local, safe routes to and from the workplace to encourage active commuting, including walking and cycling.
- Uses signage or other innovative means to encourage physical activity, and reduce sedentary behaviour, as part of the working day, for example, using stairs instead of lifts, walking meetings, active commuting between meetings, standing to answer the telephone, taking regular breaks, lunchtime fitness classes etc.

SILVER



At this level, organisations will need to demonstrate a more active commitment to removing barriers to participating in physical activity.

Assessors will look for evidence that:

- The organisation has a physical activity policy / guidelines, which is linked to the travel plan.
- The organisation has a travel plan. Travel plans are designed by organisations to encourage employees to think about the way they travel. Essentially, the plan will promote informed transport choices, including active and sustainable travel, and raise awareness of the economic, environmental and social implications of car use.
- The organisation has flexible working practices to enable employees to exercise before, after, or during the working day. For example, cycle or run to work, including time to shower and change.
- There is provision of, or access to, facilities, for example changing and showering facilities, storage, lockers.
- There is provision of secure and easily accessible cycle racks to promote active travel.

Platinum Standard

Sustainable Development and Corporate Social Responsibility

This module is supported by Cynnal Cymru.



CYNNAL | SUSTAIN
CYMRU | WALES

Introduction

The Platinum level recognises responsible employers who demonstrate an organisational commitment to support not only their employees, but also other employers and the local community. Examples of this include:

- Partnership working – with local businesses/organisations and the community;
- Sharing knowledge and experiences – to support other organisations;
- Holding focus groups – to pre-test messages, interventions and evaluate projects.

Organisations must also continue to maintain their health and well-being work, evidenced earlier through the Bronze, Silver and Gold levels of the Corporate Health Standard. Organisations must have held the Gold Standard for at least 12 months before being eligible to apply for the Platinum Standard. Platinum assessments are undertaken through electronic portfolio submissions.

Sustainable Development

The Platinum Standard will be awarded to exemplar employers who demonstrate sustainable development as an integral part of their business practice and culture.

Sustainable Development can be understood as improving the social, economic and environmental well-being of people and communities to achieve a better quality of life for our own and future generations. The Welsh Government is intending to introduce the Well-being of Future Generations (Wales) Act to create the framework for better governance and more co-ordinated action across Wales. The Act includes six well-being goals that will give a set of outcomes for public bodies to work towards. These provide a clear direction of travel for Wales. The Act will set five key principles public bodies must take into account when setting and taking steps to meet their objectives. By applying the principles to their working arrangements, organisations will be able to demonstrate that sustainable development is an integral part of their business practice and culture.

These are:

1. **Collaboration** – To recognise that many of the solutions to the ‘sustainability’ challenges Wales faces cannot be solved by one organisation.
2. **Future-proofing** – To ensure that organisations take a longer-term view to recognise the need to address the well-being of future generations.
3. **Prevention** – To tackle problems at source, rather than tackling the consequences of these problems at a later date.
4. **Integration** – To ensure that organisations recognise the inter-relationship that exists between social, economic and environmental outcomes.
5. **Citizen-centred approach** – To recognise the importance of involving people in the decisions that affect them.

Corporate Social Responsibility

Corporate Social Responsibility (CSR) is essentially about organisations and businesses moving beyond a base of legal compliance to integrating socially responsible behaviour into their core values, in recognition of the sound business benefits of doing so.

Best practice employers in Wales are already embracing CSR as an integral part of their business planning processes, and are

benefiting from the enhanced community profile and experiential learning opportunities that can result.

The corporate social responsibility criteria are in line with the CSR Framework of the Welsh Government.

Evidencing the Platinum Standard

Organisations must evidence two key principles (see below), together with activities in each of the key areas; transport, capital build, procurement, community engagement, employment and skills, and facilities management.

In addition, a case study must also be submitted that clearly outlines one area of best practice that has gone beyond

legislation and demonstrates an exemplar commitment, outside the normal business of the organisation. A template will be provided by Public Health Wales.

Employers who have achieved environmental standards, for example the Green Dragon Environmental Standard and BREEAM, will be able to refer to this evidence.

Criteria

Key principles

- 1. Organisations commit to making sustainable development the central organising principle in how they make decisions and carry out their work by signing up to the Sustainable Development Charter.**

The Charter is a network of organisations from across Wales who have voluntarily committed to promote sustainable development in all that they do and share best practice. It is Wales' highest profile commitment to sustainable development and is aimed at engaging organisations across Wales from all sectors, private, public and third (community groups, voluntary organisations and social enterprises).

- 2. Communicating the Corporate Health Standard and Small Workplace Health Award to your organisation's supply chain, including demonstrating that some suppliers have engaged in these frameworks.**

Transport

Improving transport options is an excellent way to promote good health and reduce the impact on the environment.

Possible areas for action:

- Reviewing the travel plan, including measuring targets.
- Reducing the need to travel or eliminating unnecessary journeys.
- Offering pleasant surroundings for pedestrians in and around your buildings.
- Continuing to provide good cycling facilities.
- Planning to use lower carbon options for transport, for example pool bikes, 'green' cars, pool cars and lease cars.
- Promotion of public access car share schemes for travel to conferences, events etc.

Procurement

Sustainable procurement means purchasing goods and services in a way that maximises positive benefits and minimises negative impacts on our economy, society and environment.

Possible areas for action:

- Implementing a procurement policy that includes sustainable procurement.
- Supporting local small and medium enterprises by communicating with them and purchasing a specified proportion of goods from them.
- Considering running costs and disposal costs in tender specifications.
- Reducing the travel distance of procured goods and services.
- Providing sustainable procurement training.

- Procuring cleaning chemicals and paints which are low in toxicity and emissions.
- Buying goods that are biodegradable, made from recycled or re-usable materials.

Facilities management

Sustainable facilities management reduces environmental harm as well as saving money.

Possible areas for action:

- Putting in place systematic procedures to monitor and improve performance, for example energy consumption, waste, chemical use.
- Ensuring operational procedures and equipment encourage energy efficiency, for example energy saving light bulbs, insulation, switching off lights when not needed.
- Reducing waste through recycling and re-using materials.
- Reducing water consumption, for example low flush toilets, drinking fountains.
- Reducing excessive chemical use and purchasing products with low volatility and emissions.
- Providing usable green areas.
- Addressing biodiversity in the grounds of the business – by encouraging pollinators / native flowering plants and trees, and reducing invasive species (for example Himalayan Balsam, Japanese Knotweed and Rhododendron).
- Providing training on sustainable house-keeping.

Capital build

A sustainable building is designed to reduce waste, energy and resource use, thus, saving money, reducing environmental harm and benefiting health.

Possible areas for action:

- Designing new buildings that maximise natural light and ventilation.
- Incorporating usable green spaces.
- Providing facilities beyond your business, for example crèche, cafes, meeting rooms.
- Recycling construction waste.
- Considering location and transport issues as part of the planning process.
- Considering energy use as part of the construction phase and the operational phase of the building.
- Using recycled and/or locally procured materials where possible.

Employment and skills

Employment is one of the key determinants of health, so investing in recruiting, preparing, developing and retaining local people will not only help meet growing demands for employees in the future but will also contribute to improving population health.

Possible areas for action:

- Co-ordinating an employment strategy that provides opportunities for disadvantaged groups, provides training and skills opportunities for employees, including apprenticeships and work experience.
- Targeting locally disadvantaged groups for recruitment schemes and education and training schemes to help people into work.

Community engagement

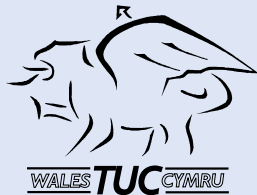
Employers are an integral part of the local community and contribute to social cohesion. Working in partnership with the community can bring a wider range of opinions and expertise to the table, and can also contribute to a healthier community.

Possible areas for action:


- Having effective feedback systems with the community (for example, open days, mail shots).
- Working with local groups (for example, third sector, local authorities) on projects that contribute to improving public health and well-being.
- Opening facilities to the local community (for example, green areas, gyms).
- Participating in volunteering and/or providing volunteering opportunities.
- Participating in Timebanking initiatives that use time as a unit of local currency. Participants give and receive help in exchange for time credits.

As part of this approach, organisations may also be considered at the Platinum level if they can demonstrate collaborative working that supports or helps develop innovative or best practice within other organisations. Examples here could also include mentoring local / smaller organisations to develop workplace health policies and activities through the Corporate Health Standard or Small Workplace Health Award.

The Welsh Government would like to thank the following organisations for their support of the Corporate Health Standard:



 facebook.com/healthyworkingwales

 [@Healthywork_HWW](https://twitter.com/Healthywork_HWW)

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