

**HEALTHY WORKING**

**GOLD STRATEGY**

**2016- 2019**



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9. **Introduction**

Scottish Autism started the Healthy Working Lives (HWL) award in 2008. The original 9 locations – Head Office, Central, New Struan School, Fife & Tayside, Lothian & Borders, Ridgepark, Clannalba, West of Scotland and South West – started off as a single corporate registration. However it was unrealistic to continue with this approach as services were obtaining awards at different times. Also due to the geographical spread of the organisation it was easier to break this down into individual registrations allowing employees to establish a local Healthy Working Lives team to manage their award locally. This allowed local HWL teams to develop and hold local activities and campaigns which were then supplemented by corporate policies and procedures i.e. Attendance Management, Accident Reporting, Smoking at Work, Alcohol and Drugs from either the Human Resources or Health and Safety departments in the corporate Head Office.

Within the last few years, additional services in Moray and Orkney have been established and were registered as further individual areas for the HWL award programme. In 2015 with the separation of Fife and Tayside into two individual services Tayside was also registered as a separate area to attain the Healthy Working Lives Award. But having 12 individual registrations across Scotland has proven difficult to manage due to the geographical distribution of services across the country.

A further problem is that the individual areas are currently at different levels within the HWL Award. Some (Ridgepark) attained Gold easily and have been able to maintain that level of commitment. Others are working towards Gold (West of Scotland & Head Office) whilst others are struggling to maintain Bronze (Lothian, South West Services). Another area Central has not been able to evidence any involvement in the HWL programme for over 2 years. The reasons for some areas struggling to be actively involved in the HWL award is mainly due to the on-going requirements for staff to be supporting individuals with ASD as their natural priority and the commitment to local HWL events failing to attract staff input. In some areas it has also become a single individual who has taken on the responsibility to manage the HWL Award at local level as the original local HWL team members leave or move to other posts. Corporate support the Human Resources and Health and Safety team is also limited to other priorities across the organisation. Therefore an urgent restructuring and re-invigoration of the HWL process is required as Scottish Autism has struggled to achieve a Corporate Gold standard anywhere within the organisation apart from at Ridgepark since taking up the HWL Award scheme in late 2007.

Scottish Autism became involved in the Healthy Working Lives award in late 2007 in order to support and improve the health and well-being of employees of Scottish Autism in the workplace. Although the HWL programme is predominantly a staff based initiative, service users’ daily activities also involve the staff, which enables these activities to be evidence of how everyday service user support programmes can be an aspect of the HWL award as staff support and participate alongside service users in physical activities such as swimming, cycling, attending the gym, or participating in healthier eating.

The Senior Management Team have responded very positively to the Healthy Working Lives initiative. The HWL Award programme was viewed as a positive approach which would have a positive impact on employee health and well-being as well as improve attendance management and improve the health and well-being of the workforce alongside increasing staff morale and address absenteeism.

Each of the individual service areas have progressed, some further than others, however the important factor to note is the dedication and interest from each of the individual HWL representatives. Some areas are more receptive to healthy eating and have gained healthy eating awards since embarking on the HWL programme. Other areas have taken a more holistic approach and introduced complimentary therapies through trained and specialist therapists. These all make a positive difference to the staff and this has been reflected within the HWL feedback and evaluation forms which are completed after an event or campaign.

With the introduction of the Public Service Improvement Framework (PSIF) programme, evidence as to how staff health and well-being is being supported is required. The HWL award programme enables evidence to be generated for this quality status to be attained. An annual update through the current performance management statistics is provided to the Board and Senior Management Team to ensure they are aware of developments which can be associated with the HWL awards.

In 2016 a meeting between a group of HWL NHS Advisers and the lead person for Scottish Autism identified that the current 12 individual registrations was at times unmanageable. Therefore 2 options were considered:-

*Option 1all sites deregister and re-register as a single site*

*Option 2 all sites have 3 years to achieve or maintain Gold before re-registering as a single corporate site with a smaller HWL Corporate Management Team created to overview, plan and support the maintenance of the HWL award at a corporate level.*

Option 2 was the preferred option and this was also agreed by the SMT at a Health and Safety Committee meeting in September 2016.

The organisation is committed to achieving the Healthy Working Lives Award throughout all of the 12 individually registered areas across Scotland. By 2019 the aim is to get all existing 12 individually registered sites to either Gold, or be maintaining Gold and then to deregister all 12 individual sites and re-register as a single corporate entity.

A further meeting in December 2016 with the NHS Healthy Working Lives Corporate Manager identified a further more manageable option. The meeting looked at the individually registered sites linking up at a common award level. This would mean that instead of 5/6 individual services trying to attain Bronze, that these 5/6 services will be grouped together as a “Bronze” group, with a “Silver” and “Gold” group being established. As Ridgepark are currently actively maintaining their Gold award they would be a separate group. The idea would mean that instead of 5/6 individual services trying to undertake separate activities and liaise with their local HWL NHS Adviser, the 5/6 services would support each other by all participating in a more joined up approach and all hold the same campaigns/events at a corporate level, with support from a HWL Corporate Scottish Autism team. But individual activities could also be held in each individual service to augment the joined up corporate approach. More importantly, instead of having 5/6 individuals uploading evidence to 5/6 separate HWL e-portfolios, one or two individuals from within each of the Bronze/Silver/Gold groupings would facilitate that. If each area wished to then undertake a different activity as part of their award that evidence and feedback could then be uploaded as evidence for all of the services within that particular group.

To achieve this goal the current individual HWL representatives have been invited to join a corporate HWL management group. This group will plan a rolling HWL programme for the whole of Scottish Autism at each of the Bronze, Silver and Gold award level to evidence that both campaigns/events/activities are being undertaken and that maintenance of the different levels of award are being complied with. Yet local HWL teams will still be allowed to organise local healthy eating events and physical activities.

1. **Mission Statement**

The organisation’s overall mission statement is “*Enabling people living with autism in Scotland through the whole life journey*” therefore Scottish Autism believe that the HWL programme should benefit both staff and service users across the whole of Scotland.

The Senior Management Team will endeavour to support and encourage all Healthy Working Lives representatives through Regional / Services / Department Managers in order to gain the respective awards within the given timescales.

The aim is to encourage improved health and well-being for staff as well as service users. Associated with this Scottish Autism will address the difficulties of supporting staff across most of Scotland where different health inequalities can be experienced. This will be completed via the established team of Healthy Working Lives representatives through participation in various activities throughout the year. It is trusted that this will also have a positive impact on staff attendance through improved general health and well-being. This will be highlighted through the numerous activities that each representative organises within their area from the information obtained via the Employee Wellbeing Survey which will be completed every 3 years and distributed corporately to all employees in both an electronic and hard copy format.

There is an ongoing commitment to improving the health and wellbeing of the Scottish Autism workforce. The organisation has recently updated the attendance management policy to reflect staff welfare, where benefits such as occupational health and an employee counselling service are made available. Managers are also being trained in both the HWL Mentally Healthy Workplace and Mental Health First Aid programmes to deliver stress awareness courses to staff at local levels.

The former health and safety policy has also been redrafted and now been retitled, the Health, Safety and Well-being policy, to reflect the organisation’s commitment to improving employees well-being alongside their health and safety.

1. **Aims of the strategy**:

By participating in the HWL award programme Scottish Autism aims to improve the health, safety and well-being of its employees (and service users) by:

* Maximising staff and, where applicable service user, wellbeing by developing positive associations between the workplace and the employee – via the corporate HWL action plans for Bronze, Silver, Gold and maintenance of the individual awards and through the core and additional HWLs criteria, such as stress and mental health awareness
* Increasing morale and motivation through continuous communication of the HWLs programme via the Public Sector Improvement Framework (PSIF) and performance indicators specifically in relation to people resources which considers the health and well-being of staff and service users
* Reducing staff turnover – which will be evidenced through exit interviews and questionnaires compiled by HR
* Reducing sickness absence – by using the HR personnel data system the organisation will be in a position to benchmark any trends in relation to absence against the awards gained within each area to identify any correlations between staff absences and HWL criteria. This then would enable the HWL management group at Scottish Autism to work closely alongside managers and HR to put in place more relevant and localised action plans using the resources available from HWL.
* Linked to reducing staff turnover and absence is the importance of identifying and addressing health inequalities across the organisation as Scottish Autism employees work across separate geographical areas of Scotland. Therefore some areas might require a greater profile and engagement over healthier eating options, others on smoking cessation or lone worker safety. This would require an analysis as to how many staff lone work, undertake shift work, or only work at night thereby identifying any specific health inequalities.

1. **Objectives of the strategy**

The 3 yearly corporate Employee Survey has enabled the organisation to identify specific areas which staff have identified as being of concern to them;- i.e. Stress/depression, Smoking Cessation, Cancer awareness, back care. Local surveys have also indicated a similar trend. Combining the data has already helped the HWL management group to identify corporate events around which to target campaigns and activities.

Policies are already in place for smoking, including a passive smoking risk assessment, along with one for manual handling and a method statement. The Health and Safety Business Partner delivers manual handling training and undertakes site specific manual handling risk assessments. Yet staff are still absent due to back problems. This has now resulted in the HR department and the H&S Business Partner jointly auditing absence statistics to identify any patterns/trends in staff absenteeism which could be addressed through both teams. Already they have identified that staff back problems are predominantly due to accidents within the home and not the workplace. This allows the H&S Business Partner to then move the focus of manual handling courses to include accidents at home alongside workplace accidents.

The Attendance Management policy covers stress and depression, but the organisation has already identified the levels of staff absent from work due to stress related causal factors, over several months as being an important area for increased HR support. Therefore Scottish Autism has employed both an external Occupational Health provider and an organisation to provide confidential employee counselling.

The corporate HWL management group will create a new 3 year rolling action plan for the whole of the organisation based on the data gathered from the new Employee Survey in 2017. This will then identify any other areas to target to accompany those already identified.

The increase in staff seeking support to give up smoking along with a major consultation with staff on the smoking at work policy has also identified the need to have campaigns around smoking cessation and cancer in place along with access to local smoking cessation classes or advice from the local NHS Smoking Cessation teams for all staff to engage with.

Yet, the 3 year rolling plan must also include evidence as to how Scottish Autism will maintain both the Bronze, Silver HWL award criteria along with the Gold criteria. Many of these will be done at corporate level via policy reviews and consultations. Ohers will be done either through corporate e-campaigns generated by the HWL management group or through local activities. Again these local activities can be suggested by the corporate HWL management group who will also ensure that local HWL teams have access to their local HWL NHS resource libraries.

Although each area is working towards different levels when achieving the Gold award the HWLs objectives are as follows:

* Provide relevant health, safety and well-being information on at least 3 topics, 2 of which are activities and 1 of which will be on mental health awareness
* Repeat the 3 year Employee Well-being Survey in 2017 along with the HWL Organisation Profile, thereafter on a 3 yearly review cycle
* Review how we plan and train on our health and safety management and devise a corporate training plan
* Review policies as set out by the existing Policy group and where necessary, consult with staff on them (e.g. Smoking at Work, Attendance Management, Alcohol and Drugs etc.)
* Maintain the existing reporting of accidents and incidents and RIDDOR statistics, including days lost, to the Health and Safety Committee and SMT
* Provide physical activity information / activities annually
* Provide information and activities on healthy eating annually
* Mental health information campaign coupled with delivering a minimum of 2 courses per area on either Mentally Healthy Workplaces or Mental Health First Aid
* Offer a programme of lifestyle checks to all staff
* Demonstrate active staff involvement in promoting community health and well-being or demonstrate participation in initiatives that promote employability
* Develop a statement of intent that reflects commitment to protecting the environment during the 3-year strategy
* Benchmark the HWLs performance against previous years through Key Performance Indicators and / or other service areas/organisations and link these to the PSIF framework and where possible share good practice across Scottish Autism and if possible other organisations
* Address health inequalities for specific groups of staff within and across the organisation.
* Plan 3 optional criteria, 1 per year, as part of the 3 year strategy for the Gold award and prioritise 1 criteria for the next financial year.
* Establish a corporate HWL Management group to overview and implement the 3 yearly action plan.

1. **How the strategy will be implemented**

Each HWL representative has signed up to be a key player of the overall organisational strategy and has signed up to ultimately support and attain the Gold award at corporate level. As each area is currently working towards a different level of award, each representative has been encouraged to establish a working group within their specific area. But the aim is to invite the proactive HWL representatives to join a new HWL corporate management group so that the existing 12 individual registrations can become a single corporate registration within 3 years once all the individual sites have either attained or have been maintaining Gold.

A corporate HWL management group has now been established and will meet 4 times per year, along with local and corporate NHS HWL Advisers unless required by circumstances to meet more frequently.

As Scottish Autism has a much improved IT system the plan is to utilise it along with the new Intranet (SOURCE) to generate e-campaigns across the organisation. By including staff from HR, operational services, Health and Safety, Admin and Marketing, a full spectrum of staff from across different roles within the organisation, can be involved in the overview of the HWL award programme.

1. **Monitoring and Evaluation**

The events, campaigns and activities that take place will be monitored and evaluated in a number of ways which will include:

* Recording attendance at events
* Taking photographs of events with attendees present
* Obtaining comments and feedback via the established feedback sheets
* Producing useful information from local HWLs information resource centres and recording the uptake of materials
* Survey Monkey statistics from the 3-year organisational wide employee well-being survey
* Review and update the organisational profile every 3 years
* Monitoring of absenteeism and staff turnover via the HR Team
* Monitoring of accidents and incidents via the Health and Safety Partner
* Involving staff in a consultation process over policies

1. **Resources**

HWLs representatives are all given time by each Regional Manager / New Struan Management / Department Manager to ensure they are fulfilling the criteria for the awards and manage their time accordingly. Staff in all areas are communicated to via internal email and within team meetings in order they are aware of what is going on as well as taking part in activities within their respective areas. Each area allows a small budget in order to assist with the activities and some areas have applied for funding for grants with assistance from the Marketing Team or the Health and Safety Business Partner.

All local HWL representatives will be encouraged to join their local NHS HWL resources library to get access to free materials to accompany campaigns. The corporate HWL management group will also look to access any materials via the internet to support campaigns, e.g. MacMillan Cancer, Better Backs

Local healthy eating activities will be financially supported by each area with approval from the relevant Regional Manager.

Local HWL representatives are also attempting to look at the opportunities of getting staff access to local gyms, sports facilities, swimming pools as Scottish Autism has been unable to get a single corporate gym membership across the whole of Scotland’s local authorities.

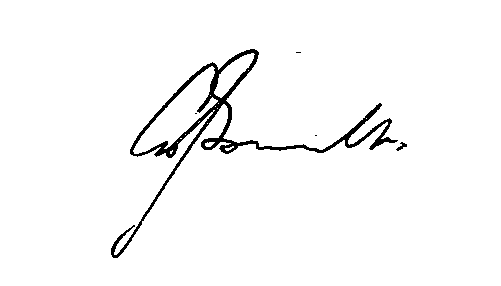
The SMT proposed a £30 payment to staff in Clackmannanshire during late 2016 to be used on a range of activities staff have selected, e.g. gym or swimming pool membership, pilates, yoga sessions, massage sessions. Once this has been reviewed the option might be made available across the whole organisation.

1. **Organisational Commitment**

Scottish Autism is committed to improving the health, safety and well-being of staff and service users. The organisation has greatly invested in the Public Service Improvement Framework in which HWLs features within the People Resources section.

This strategy has been fully endorsed by the Senior Management Team as well as buy-in from all Management within Scottish Autism to enable HWL representatives to be released to help obtain and maintain the Bronze/Silver/Gold awards and to move towards a single corporate HWL registration by December 2019.

Signed:



*Alan Somerville - Chief Executive Officer*

Date: 31/03/2017