Tips for completing the London Healthy Workplace Charter Achievement accreditation scorecard

General tips

- It is a good idea to ask a lead person for a topic area to complete that section of the scorecard/portfolio and then ask other colleagues to contribute extra information/evidence where applicable.

- The London Healthy Workplace Charter self-assessment framework (the blue booklet – available here) offers some guidance on what evidence might be relevant to demonstrate you are meeting the standards – but note that they are only suggestions.

- If you have more than one site, make sure that the information given either **applies to all sites**, or if different things are happening in the different sites, that you make it clear which information applies in which site.

- The target audience is the verifiers – they need enough information to get a feel for the organisation's work on health and wellbeing, to make an initial assessment of the organisation's level of achievement, and to prepare pertinent questions for verification day.

Please do not hesitate to contact your healthy workplace advisor with any queries.

If you have not yet been assigned an advisor, register your interest here.

Completing the section on how you are meeting the Commitment standards

1. Corporate support for wellbeing – evidence review

- Provide a description of how you meet each standard (bullet points are fine)

- List the evidence that you are submitting in your portfolio alongside the descriptions

- Make sure that it is **clear how employees are made aware of policies/risk assessment findings/support services/campaigns** and how they are involved in the design/development where relevant. (The Charter places emphasis on communication with employees, both in terms of informing and listening to employees – so this is essential.)

Completing the section on how you are meeting the Achievement standards

Write a list of the evidence that you have compiled, together with a succinct explanation of each piece (the name of the document, its purpose and how it is linked to meeting the standard/criterion).

A good employer section will:
- Provide a wide range of evidence
- Showcase innovative work

Example of good scorecard completion by an employer, with annotations

Please note that the example below was taken from an old scorecard using outdated standards for Excellence accreditation.

The purpose is to illustrate the principles above – please ignore the details.

Corporate support for health and wellbeing	Evidence from organisation	Workplace health lead comments	
Employees taking / sharing responsibility for health and wellbeing	☒ 2 printouts from online, corporate news/events and message board (19/01/15 & 02/01/15) 'Wear It. Beat It' Day events, StepJockey, lunchtime walking group, football staff group and staff-run Zumba classes promoted. X 3 corporate PRP objectives for 2014/15 and 2013/14 (covers Directors/Assistant Directors). Objectives cover taking responsibility to lead in developing staff engagement programme re. 2013 Staff Satisfaction Survey, helping to deliver the organisational transformation agenda, attending resilience training/creating related action plan based on learning points from training and providing opportunities to develop the skills/experience of work experience placements.	At the review meeting I reviewed the work the organisation has undertaken in response to the feedback report received following the award of Achievement under the London Healthy Workplace charter, in addition to the evidence in support of an award at excellence level. Mailout and intranet communications seen on evidence review. Includes comms on employee health initiatives for example staff led lunch time walking group. Corporate PRP objectives were not available when evidence reviewed. Pilot of online survey took place on 2 floors of the main offices earlier this year. The plan is to take forward the findings.	**Comment [A 1]:** Wide range of evidence listed here – and it is clear how the evidence relates to the criteria. **Comment [A 2]:** This is a very helpful explanation of how the PRP objectives are good evidence – the organisation is highlighting the relevant parts so that verifiers understand more and know what to look for
Surveys undertaken to ascertain employee views on issues relating to health and wellbeing	☒ 1 copy of results of Staff Healthy Lifestyle Survey, 2015 doc. (pilot survey of two floors of organisation). Includes breakdowns of results, 'Discussion' and 'Recommendations: What staff think the organisation should do' concerning a broad range of health and wellbeing issues. X 1 copy of results of 2013 Staff Survey doc. (annual survey of entire workforce). Survey gives staff feedback on areas relating to staff stress, training/learning/development needs, flexible working/work-life balance preferences and availability of staff benefits, e.g. free eye tests. X 1 copy of corporate magazine, including 'Your Views – staff survey results' page, summarising results of 2013 Staff Survey and showing areas of improvement relating to results of 2012 survey.	A survey of employee views regarding provision of nutritional information also took place. Annual employee survey includes some health related questions however it is unclear how the information gained is analysed or used to inform the health and wellbeing programme. At the time of the evidence review we discussed the difficulty of	**Comment [A 5]:** Again, this is very helpful – wide range of evidence is listed together with detail about what is included and how this relates to the criteria – this gives the verifiers a good sense of how the organisation is performing against the criteria and enables them to focus on discussions that enable high level analysis and feedback

	X 1 printout of Staff Survey results' page in corporate magazine summarising the results of 2012 Staff Survey. X 1 printout of email trail within the Public Health team, highlighting the request to participate in postgraduate survey concerning 'Reducing sickness absence by conforming to physical activity guideline'.	meeting these criteria given that organisation's core values are set and are focused on service provision. I advised that they could begin a conversation about adding a health and wellbeing slant where relevant. In the meantime this second piece of evidence on leadership competencies has been found which I have not seen	
Health and wellbeing of staff clearly identified within organisation's core values	X 1 printout of 'Performance Assessment Review and Competence Framework' doc. incorporating guidance on discussing and formalising staff learning/development/training needs and aspirations and potentials. X 1 printout of Leadership Competencies Framework page for all staff occupying managerial grades. Includes the core competency 'Adaptability', identifying the necessary qualities of 'resilience', 'leading change' and 'giving support'.	On the evidence review I examined the course directory which is a comprehensive document. I understand that this is regularly communicated to employees and I saw examples of these communications.	**Comment [A3]:** I have highlighted a challenge that the organisation is facing that has an impact on their ability to meet this criteria and explained the suggestion I have made. Verifiers have the opportunity to pick this up and explore further and assist with other suggestions **Comment [A6]:** Again highlighting what is relevant about this piece of evidence
	X 1 printout of Staff Competencies framework page for all other staff employed by organisation. Includes the core competency 'Adaptability', identifying the necessary qualities of 'resilience', 'managing change' and 'giving support'.	On the evidence review I saw the flexible working arrangements policy, and a paper on mobile working which included case studies. Further evidence of the organisation's approach to work life balance has been added to the evidence portfolio since then. I queried whether a commitment to supporting the work life balance of employees was part of the employee contract, but this wasn't clear	
Employees offered learning and development opportunities to maximise their potential	X 1 hardcopy of 'Corporate Learning & Development Directory' covering learning and training courses available to all staff. X 2 printouts of staff Learning & Development Bulletin (23/02/15 & 06/02/15) emailed to all staff and concerning organisational change/development. Promotes 'Learned Resilience for Staff' training course as well as other staff training courses, e.g. 'Running Effective Meetings', 'Interview Success', 'Customer Care & Communication Skills' and 'Project		**Comment [A4]:** Clear what has been seen, what hasn't, and raises something that wasn't clear that verifiers might want to explore further

TWINKLE CO.* EXAMPLE LHWC ACHIEVEMENT SCORECARD EXCERPT

*(*name changed for anonymity)*

Attendance management – evidence review

COMMITMENT LEVEL	Testimonial from organisation *(Completed by TWINKLE Co. in advance of evidence review meeting)*
• A clear attendance management policy/ guidance is in place and procedures are known to employees • Contact is maintained with absent employees to provide support and aid return to work. • Return to work interviews are conducted and recorded with concerns/appropriate support recorded and provided • Specific risk assessments for individuals are conducted and take into account a person's health status • Reasonable adjustments are available to employees in line with recommendations made in a Statement of Fitness for Work.	We have an attendance policy which is in the colleague handbook and this is also trained as part of the company induction. The policy clearly states what is expected from colleagues and also the responsibilities that the company has to look after our colleagues. All absences are recorded in our HR system and stats are collected and discussed with senior leaders on monthly basis. HR business partners look for patterns in absences and discuss these with the line managers at properties. They offer support to line managers on how to deal with absences and hold absence review meetings. All colleagues have Return to Work interview after each absence with their line manager. Managers are trained on absence management. *TWINKLE CO.* online H&W portal details are given to all colleagues as part of the RTW interview. We look at each as an individual and offer reasonable adjustments (for example phased return to work, reduced hours, and assigning different tasks). We are also currently trialling Fit for Work. We also have an occupational health provider where we can refer colleagues if needed. With any long term absence we agree with the individual how to keep in touch during the absence. Each case is different. We recently had a colleague who was diagnosed with arthritis and has had to take considerable time of work. We agreed with him to keep contact weekly either a call or him coming over. He is now doing shorter shifts and we review this weekly. We carry out pregnancy risk assessments with all expecting mothers and review these as the pregnancy proceeds. **Evidence in portfolio:** **C2.1:** Policy p23-27 **C2.2:** Case study showing contact with absence employee; See also section A1.3 for managers' training slides **C2.3:** Return to Work interview guidance and form **C2.4:** Sample pregnancy risk assessment **C2.5:** Case study showing adjustments made

Level and requirements	Not met/ partially met/ fully met/NA	Evidence from organisation *(Completed by TWINKLE Co. in advance of evidence review meeting)*	Comments from workplace health lead *(Completed by advisor reviewing evidence at meeting)*
ACHIEVEMENT			
A2.1 Absence rates and causes are collected and monitored	Fully Met	**[Absence analysis spreadsheet (names removed), 2016]** **[HR metrics, 2016, for all properties]** We collect absence stats and these are analysed by the HR business partners. **[BRM agenda]** The stats are also discussed during the Business Review Meetings with the Operations Director, the property General Manager and Head of HR. **[Department Monthly People Review/HR Health check form]** HR Business partners hold a monthly HR Health Check at their properties and meet all the HODs and the GM and absence is one of the topics covered	*Viewed evidence.* Didn't discuss how data is collected.
A2.2 Interventions are undertaken where patterns indicate trends of absence	Fully Met	**[Policy in colleague handbook p.23-27]** If colleague has unacceptable levels of absence, an absence review meeting is held with the colleagues by their line manager and the HR Business partner. Following these meetings action is taken. What that is depends of the outcome of these meetings. This could include obtaining medical reports, making reasonable adjustments either to their role or the working conditions or any recommendation made by GP or occupational health.	*Viewed evidence.* In addition to intervention for individuals' absence patterns, metrics are reviewed at a company/property level (as shown in A2.1) and would be addressed if trend was evident.
A2.3 Managers have participated in attendance management training	Fully Met	**[See section A1.3 for Attendance management slides and management academy outline]** **[Training records, showing attendance management training]** Managers are trained on Attendance Management and HR Business Partners are always available to assist line managers.	*Viewed evidence.* There is a comprehensive training programme for managers in place. The L&D manager has oversight of attendance.

EXCELLENCE LEVEL – checklist of requirements

- Absence trends are monitored across the organisation and specific programmes are designed and implemented to address the issues identified to prevent further absence.
- 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 organisation has a proactive system in place to support staff on long term sickness absence to return to work and will support staff with long term conditions.

Workplace health advisor to complete this section with details or examples if any of the above have been met

Absence has been recognised as something to reduce; this was one of the original reasons for prioritising employee health and wellbeing and developing the associated programmes

TWINKLE CO.'s approach to return to work includes a tailored induction for those who are returning from extended periods out of the workplace (e.g. maternity leave, or a long period of sickness absence).

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