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Market Research & Consultancy

NHS Fife: Healthy Working Lives

Health, Safety and Wellbeing Needs within employers in Fife

Research Report

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Executive Summary

To support NHS Fife in the planning of future support requirements, the Health Promotion team commissioned research aimed at exploring how local organisations currently deal with health, safety and wellbeing issues amongst their employees.

The research was conducted across two distinct stages, as follows:

- Qualitative research with a sample of 7 employers to assess understanding of HWL themes, current practice and drivers for change
- Quantitative research with a sample of 303 organisations in Fife to provide a baseline of current priorities, current practice and future support needs.

Summary of findings

The feedback from the qualitative discussions and from the wider quantitative survey suggest that organisations which had received support from the HWL team in NHS Fife were very satisfied with the support provided and felt that their businesses had benefitted from the team's interventions.

An economic impact analysis conducted as part of this research, estimated that each participating company that experienced a reduction in sickness and absence following involvement with the HWL team typically saved their organisation and the local economy £17,865 per annum.

Awareness of the need for HWL policies and practices and the likelihood to seek external support to implement health, safety and wellbeing practices varied with organisation size with small organisations (up to 10 employees) being least aware of the need for HWL and large companies (over 250 employees) being most aware and most likely to have internal support to implement policy and practice.

Medium sized companies, particularly those with 11 to 50 employees tended to recognise the potential need for compliance with legislation but did not understand the relevance of employee wellbeing for their business. Few of these companies had access to internal support.

Very few organisations were able to measure the impact of health, safety and wellbeing on employees in their business but many were very keen to be able to do this to support their involvement with HWL with their senior management.

Recommendations

Targeting future organisations

We would recommend that the NHS Fife HWL team focuses future support on organisations with between 11 to 50 employees initially. These organisations are most likely to have an internal manager responsible for developing HR practices with no access to external support.

Very small organisations also require support but need to be convinced of the relevance of HWL to their size of organisation. It is likely to take longer to influence them into the "buying zone" and therefore this needs to be a longer term objective for the local HWL team.

We would also recommend that the local HWL team retain contact with larger organisations in order to market their training activities to them.

Understanding of the health, safety and wellbeing message

All respondents identified with the Health & Safety message, but only those with previous experience of using the local HWL services were in tune with the employee wellbeing aspects of the phrase. We would recommend that future promotion of the service focuses on the business benefits of introducing HWL policies, programmes and activities, highlighting the business case for tackling HWL issues.

Motivations for implementing HWL policies, programmes and activities

Motivations for considering and implementing HWL policies, programmes and activities tended to vary by what stage the organisation was at in their organisational growth, with smaller organisations tuning more into the Health and Safety messages and the need for legislation compliance.

Larger developing organisations tended to be more in tune with how occupational health policies could directly link with their need to introduce more robust human relations policies to ensure they complied with current employment legislation.

We would recommend that the local promotion of HWL services tailor specific promotional messages to small businesses leading with HSE related support, highlighting occupational health messages for larger, developing organisations.

Priorities for future service provision (current services)

The current services which are of most interest to organisations were events, information packs, training and progress reviews.

We would recommend that the NHS Fife HWL team continues to provide the following services:

1. Awareness raising events and information days.   We would recommend that a programme of sectoral information days are planned, with information being available on the support services that are most likely to be specific to the sector selected.

    We would recommend that the programme of information days is maintained and extended to include organisations new to HWL as the days have proved effective at engaging with local employers. Respondents indicated that they felt the information days were a good opportunity to meet the advisers and get

to know them first, before setting up a more formal meeting at their business to discuss areas of potential support. Previous attendees praised the local advisers for being approachable, knowledgeable and down to earth.

To help facilitate access to the wider business community, we would recommend that the HWL team aim to extend the programme by organising joint events with key local business support forums, such as the local Chamber of Commerce, local Council, and Scottish Enterprise.

2. A service information pack. There is an appetite for more information on the service portfolio provided by the local HWL team. However, any future information pack should do more than create awareness of the range of services available, and should be more of a service map, highlighting how HWL support services could be used to support local employers, perhaps focusing on organisational growth issues. It was felt that this was likely to encourage access to wider support services to help put in place employee wellbeing programmes designed to enhance staff morale, teambuilding and ultimately the employer brand.

3. Progress reviews focusing on advice and guidance for organisations on how to address implementation challenges. Key strengths of the current service were considered to be:

- Advisers spending time with the employers scoping out the issues in the business and linking how HWL related activities could be used to support the organisation
- The development of agreed action/implementation plans following the scoping sessions
- Follow up meetings setting informal timelines to work towards. This helped the organisation maintain momentum and provided a clear direction of travel
- Low key, practical, down to earth approach
- Unbiased, free advice delivered with no hidden sales agenda.

4. Training courses for smaller organisations with a particular focus on:
- Health and safety awareness training
- First aid training
- Lifting and handling

5. Occupational health related support for larger, developing organisations, including:
- Stress management / mental health (for managers)
- Physical activity
- Smoking
- Weight management / healthy eating.

Priorities for future service provision (addressing gaps in services)

The research participants highlighted interest in the following services which they did not think were provided currently by NHS Fife HWL team:

1. Consultancy support to measure the impact of the health, safety and wellbeing policies and practices in order to demonstrate the value of HWL to senior management in organisations.

2. Development of a service pathway. When considering the development of the service pathways, We would recommend that staff health checks are used as a catalyst to path the way for the implementation of employee wellbeing programmes.

3. An information pack to help organisations link HWL activity with progress through the national award programme and demonstrate the business benefit from progressing through the award. It would be useful to link the service map with the differing levels of award from the national award programme.

4. Consultancy support for national award programme participants to help them develop an implementation plan to progress to higher levels in the award.

Future programme marketing and engagement strategy

Given the different needs expressed by organisations of different sizes, we recommend that the future marketing move away from the one size fits all approach to promotional activity and start to develop a more targeted business engagement strategy.

We would recommend that the local HWL team, consider two key strands to the business engagement strategy; namely:

- Developing a new client acquisition strategy – engaging with organisations with no previous contact with the HWL team and less developed organisational structures, such as micro businesses and SME's)
- Developing a more structured approach to the account management process to help local employers that have some experience of tackling HWL issues, helping them to introduce more wide-ranging employee wellbeing programmes that could underpin their organisational growth.

1. Introduction and background

Workplaces have long been recognised as key to supporting the achievement of a healthy population and an increasing focus has been given to developing services, nationally and locally, to support organisations in the promotion of health and wellbeing amongst their employees in the last few years. Generally, Scotland has seen an improvement in aspects of its population health and employers and workplaces are now recognised as playing a vital role in helping achieve this.

The Scottish Centre for Healthy Working Lives (SCHWL) was established in 2006 and since then a range of national and local workplace services have been in place. National support services include an advice line and website and workplace training delivered through the Health Scotland Virtual Learning Environment and a national award programme. In addition, many support services are delivered locally with services ranging from workplace events and information services to the provision of bespoke advice delivered by a team of local advisers.

Despite Scotland's improving health record, health inequalities still persist across Scotland. Employment issues such as providing a living wage, good working conditions and reducing work related stress have been identified as helping to support healthy working lives and reducing health inequality.

As a result, specific types of employers are being targeted for support including small and medium sized employers (SMEs) without in-house health, safety and wellbeing expertise and large employers who require additional support for specific groups of employees.

2. Research objectives

To support NHS Fife in the planning of future support requirements, the Health Promotion team commissioned research aimed at exploring how local organisations currently deal with health, safety and wellbeing issues amongst their employees.

The research was conducted to help inform the design and development of local support services that will meet the future needs of local employers. In particular, key areas for the research to explore, included:
- Current knowledge and understanding of workplace health, safety and wellbeing issues across workplaces in Fife
- What benefits local employers have realised from addressing workplace health, safety and wellbeing
- Determining the key issues which local employers face relating to health, safety and wellbeing
- The types of support and services local employers find most beneficial
- Key enablers which would encourage employers to embrace policies and procedures which embrace the health, safety and wellbeing themes
- Areas of future support needs.

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3. Methodology

The research was conducted across two distinct stages, as follows:

- Qualitative research with employers to assess understanding of HWL themes, current practice and drivers for change

- Quantitative research to provide a baseline of current priorities, current practice and future support needs.

Initially the programme of research involved meeting with a small sample of local employers to discuss their understanding of, and experience of dealing with, health, safety and wellbeing issues in their company.

The organisations that were initially consulted represented a variety of sectors, as follows:

- 2 public sector organisations
- 2 private sector organisations
- 2 social enterprises
- 1 voluntary organisation.

The organisations varied in size and included both SME's and large organisations. In addition, the organisations also had varying levels of previous experience of accessing local services through the NHS Fife Healthy Working Lives team.

All the depth interviews were conducted on a face to face basis and covered a range of issues, including:

- General impressions of Health, Safety and Wellbeing issues
- Direct experience of dealing with Health, Safety and Wellbeing issues
- Awareness of local support services
- Experience of using local HWL services
- Future support needs
- How employers measure the impact of introducing and Health, Safety and Wellbeing policies and procedures.

A copy of the discussion guide used is provided in Appendix 1.

Having identified a number of key issues from the initial qualitative research, the findings were then used to inform the design of a structured questionnaire which was used in a telephone survey of local employers to provide a baseline on current practice and identify areas of future need.

A total of 303 interviews were completed with local employers in Fife.

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The sample was designed to be proportionately representative of the types of businesses across the Fife economy, with sample targets being set by industrial sector. Companies were selected at random with contact details sourced from Dun and Bradstreet.

The findings from the sample provide statistically robust data for all respondents who participated in the telephone survey.

Random probability sampling is the only sampling technique which allows survey results to be quoted within pre-determined levels of survey accuracy.

A random probability sample of 303 completed interviews provides survey results accurate to +/- 5.6% (based on a 50% estimate at the 95% confidence limit).

This means that in 19 surveys out of 20, a percentage result of 50% obtained from a representative sample of 303 would reflect a true value - the value obtained by interviewing everyone in the target audience - of between 44.4% and 55.6%, with the most likely value being 50% itself.

The telephone survey lasted up to 15 minutes in duration and covered a number of key themes, including:

- Current approach to tackling Health, Safety and Wellbeing
- Perceived benefits to the business
- Experience of accessing support
- Future areas of support required.

A copy of the questionnaire used in the interviews is provided in Appendix 2.

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4. Detailed findings

The following section of the report provides a narrative on the main findings from the research from both the initial qualitative depth interviews and the subsequent telephone survey of local employers.

From the analysis of the telephone survey data, it was also possible to provide a commentary on the economic impact of tackling HWL issues both at a company level and at a regional level.

The economic impact calculation is based on the social return on investment model (SROI).   SROI is a method of capturing the social and environmental impacts of projects, programmes and services and putting a monetary value on them. SROI helps clients to understand and manage the impacts of an activity and measure the value it creates. The process involves attributing financial values to impacts that do not normally have a market value.

4.1 Qualitative research findings

4.1.1 General Impression of Health, Safety and Wellbeing

Respondents were initially asked what they felt the phrase "Health, Safety and Wellbeing" meant to them as an employer.

It was apparent that most respondents did not really tune into the employee health and wellbeing aspect of the phrase.

Whilst all respondents mentioned the health and safety aspect, with nearly all interviewees discussing mandatory HSE issues that affected their daily operational activities, only two respondents discussed employee health and only one discussed employee wellbeing.

Where employee health was discussed, it emerged that the companies had previously accessed HWL services and as a result of preventative screening programmes, key staff members had been referred to their GP for a consultation. In both cases these included key members of the senior management team and as a result employee health was now seen as a critical issue for business continuity.

As a result, both of these employers had increased their focus on employee health within their organisational culture. However, neither of these companies had gone forward for the national award programme. Whilst both were aware of it, they felt that it would shift the internal focus away from looking after employees' health and were concerned that it could be seen as just another quality badge, which they felt might internally undermine the reason for introducing the HWL support policies and activities.

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In contrast however, the organisation that tuned into the health and wellbeing aspects of the phrase had decided to go forward for the national award programme. When the reason for this was discussed further it emerged that they believed this would enhance their "employer brand" with a strong work life balance message. In addition, they believed that this would differentiate their brand and help to attract high quality recruits within their sector as they were not aware of any of their key local competitors being involved in "employee wellbeing programmes".

It was interesting to note that the three organisations that really tuned into the employee health and wellbeing message, were mid-sized companies that had a nominated individual responsible for the HR operation of the business.

It was also interesting to note that the smaller the organisation, the less relevant they considered Health and Wellbeing to their business.

4.1.2   Previous experience of tackling Health, Safety and Wellbeing Issues

The organisations that had accessed local services through the HWL team at NHS Fife typically had more embedded policies that tackled Health, Safety and Wellbeing issues as a result of their discussions with the local advisers. The most commonly cited areas of activity included occupational health and supporting national health campaigns.

Some respondents had accessed occupational health services. For example, where health screening had been introduced the feedback was extremely positive with companies seeing an immediate benefit.

Companies recognised that some staff can find it difficult to get away from work and make time for regular health checks – so they considered the health screening programme to be an effective way of giving all staff a chance to have a regular health check. Whilst respondents commented that staff may have been a little sceptical at first, feedback following the on-site visits was generally very positive.

Organisations had also developed a number of fun initiatives which linked to national health campaigns such as 10,000 steps a day, fun runs and sponsored walks. In each case the organisation had used the Health Awareness Week calendar of events which was produced nationally by Health Scotland. This was central to the internal planning of events. Respondents described a formal planning process which involved seeking the support of the senior management team / owner at the start of the financial year and agreeing the agenda for health events for the business year.

It should also be noted that in some cases the HWL team had been approached for advice to help the organisations tackle internal staff issues. Rather than dealing with issues on an individual basis, the companies had decided to implement formal HR policies to "set out rules for all employees to follow". Examples of these policies included:

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- Alcohol and substance misuse policy
- Smoking policy
- Lifting and handling
- Lone worker policy.

It was interesting to note that these organisations did not typically have access to formal HR advice and sought the advice of the HWL team to ensure that their company was complying with current best practice and legislative requirements.

For some respondents the fear of falling foul of legislation or ending up in an industrial tribunal situation as a result of handling a staff health issue incorrectly was the driver for contacting and accessing local HWL services.

Where policies were in place, or had been introduced, they were applicable for all people regardless of employment status.

4.1.3 Perceived benefits of introducing HWL related policies

Where respondents indicated that they had introduced health, safety and wellbeing related policies, they were asked to discuss their reasons for introducing the policy, the expected benefits and any impacts that they had seen from the introduction of the policies.

It was clear that none of the respondents formally measured the impact of introducing the HWL related policies. A number of the organisations that had a nominated individual responsible for HR regularly measured and tracked absence and sickness levels. However, this was not done as a direct result of tackling health, safety and wellbeing issues.

Whilst it was clear that all respondents that had introduced HWL related policies believed that their Company had benefitted, examples provided were generally anecdotal rather than formally evaluated by the companies. Consequently, respondents did not feel they could *directly* attribute any organisational benefits to the introduction of health, safety and wellbeing policies introduced.

The main drivers for introducing the health, safety and wellbeing policies tended to relate to:

- An expectation that the HWL initiatives would enhance the organisational culture, team cohesion and staff morale
- Introducing organisational policies for all staff rather than tackling an individual's behavioural issues directly
- Fear of dealing with difficult staff situations and falling foul of employment legislation
- Fear of falling foul of Health and Safety legislation

- Ensuring that the employer was seen as 'caring' and enhancing their employer brand
- Business Continuity. Some respondents were acutely aware of the impact on their business should key staff members be absent on long term sick leave.

It was particularly interesting to note that the larger the company, the more likely the key drivers were to be positive, such as, enhancing organisational culture, developing the employer brand and teambuilding.

In contrast, the introduction of HWL policies in the smaller organisations was more likely to be in response to a crisis situation, with respondents indicating that they sought advice from the local HWL team as the first step when dealing with a potentially difficult staff issue.

One of the key challenges faced by all of the organisations was how they communicated the idea of introducing employee wellbeing initiatives into the business. In all cases, respondents indicated that it was critical to have the support of the Managing Director and that they were seen to be fully supportive of the HWL agenda by other managers and staff.

This was particularly important within the larger organisations. In addition, the larger organisations also found it useful to let "staff influencers" get involved in the planning of internal events such as fun runs, sponsored walks, etc. It was mentioned that the direct involvement of staff in the planning of events helped to reduce any scepticism amongst staff.

Respondents in the smaller organisations also mentioned that it was important to let staff understand why the managers were introducing health, safety and wellbeing policies. Where policies had been introduced to ensure all staff were treated the same, managers had informed staff that the policies were being introduced to ensure the company was "safer and fairer for all employees".

Without exception, where support had been provided directly by the local HWL team, respondents praised the level of service provided. In each case, respondents indicated that a key benefit of using the local HWL team related to the quality of the advice provided. As one respondent stated

> *"Unlike other sources of advice or support, the HWL team provide unbiased, free advice with no hidden agenda - they are not trying to sell you anything, they are only interested in helping us out".*

As a result, all of the respondents indicated that they would happily recommend the service to other business colleagues and peers.

A number of the respondents were in organisations that were involved in the national award programme. Of these organisations, nearly all commented that the induction

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pack provided by SCHWL was difficult to follow and that their initial reaction to the information pack had put them off progressing through the award.

Once again, respondents praised the level of support provided by the local HWL advisers in helping them to "make sense of the pack" and providing them with a list of priorities to help them with progressing with the award.

4.1.4 Organisations with no HWL policies, programmes or activities

Where organisations did not have any current health, safety and wellbeing policies, programmes or activities, they were asked to discuss any concerns they may have and identify what would encourage them to consider introducing them in the future.

Generally speaking, it should be noted that where HWL policies, programmes and activities were not in place, the organisations did not have access to any internal support or bought in external HR support. The organisations tended to be SME's and generally did not consider employee health and wellbeing to be important to their business.

These organisations did however recognise the need to consider the Health and Safety of employees and were aware that they could be fined if they were found to be in breach of HSE legislation.

When asked initially what would encourage them to think about introducing a wider range of health, safety and wellbeing policies and activities, these organisations reiterated that they felt they had little need to do so, and therefore did not really consider them to be relevant to their day to day activities.

The interviewer then provided a prompted list of potential reasons that may encourage other organisations to consider the introduction of HWL policies and activities. When prompted, the top three issues that emerged included:

- Fear of being fined for non-compliance of HSE rules and regulations
- Improve safety of staff
- Prevent accidents.

4.1.5 Awareness of local support services

All of the respondents were asked where they would go to source information or advice on creating a safe environment for their people when at work.

It was interesting to note that most respondents had a clear understanding of where to source advice on HSE issues, with the majority of respondents indicating that they would initially rely on sourcing information from websites, such as the HSE website and or the local council.

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Similarly, the majority of respondents had a clear idea of where to source information on employment law, such as the ACAS website. Indeed, some respondents used subscription based telephone support/advice lines provided by external HR advisers to obtain information on employee issues relating to health, sickness and absence and occupational health issues.

Whilst the telephone advice lines provided instant access to an adviser the respondents that had made use of these services felt that they were good at outlining the issues to think about and providing "generic advice". However, the respondents were looking for solutions and recommendations on what they should do to tackle a particular situation. As a result, the respondents were left feeling that the advice lines didn't know their company, or the nuances of their situation, well enough to provide clear guidance and direction on what to do.

Whilst, some of the larger organisations interviewed were aware of occupational health consultancies based in the Grampian area, many felt the cost of the services offered by them were expensive.

Only the organisations that had previously accessed advice through the local HWL advisers were aware that NHS Fife offered free support through the HWL team on health and wellbeing issues.

The remaining respondents did not mention any other local business support forum as a source of advice or information on health and wellbeing issues.

The organisations that had used a variety of different sources of support went on to discuss why they particularly liked the support provided by the local HWL advisers.

In contrast to the other support services, respondents that had accessed services through the HWL team commented that the local advisers had taken the time to get to know them, their business and their issues and provided bespoke advice tailored specifically to meet the needs of their business.

This was achieved primarily through face to face meetings, with the HWL advisers going out to the employers' premises and spending time learning about their business. Respondents, particularly commented that one of the strengths of using the local HWL team, was that the advisers would help create an action plan with the Company to help embed HWL policies, programmes and activities. Whilst companies mentioned that they didn't always manage to implement everything suggested, they liked the fact that the action plan provided a "road map" of what they should be doing.

In addition, they also liked that the advisers would programme in follow up meetings, which helped to create momentum in the organisation, setting informal timelines to aim for.

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This account management style of support was highly praised by all who had used the services and respondents genuinely felt that the advice provided was unbiased and helpful, compared to the "sales orientated advice" sometimes offered by alternative sources of support.

4.1.6 Marketing of the service

Respondents were asked what they felt would be the best way to raise awareness of the local HWL services would be. A number of the organisations were aware of, and had attended a number of the information day events that had been held locally by the HWL advisers and commented that they had found these events to be extremely helpful.

Whilst they had picked up useful information packs, they felt the main benefit of the events was that they could meet the advisers personally and strike up a conversation with them about how they might go about tackling the HWL issues within their Company.

As one respondent stated:

> " The advisers we met were great, they had a low key approach to getting their knowledge across and it was clear right from the start that they were able to provide the type of advice that we would've had to pay for elsewhere".

Indeed, the advisers were praised for being practical, approachable, knowledgeable and down to earth by all the respondents that had met with them.

As a result respondents focused on how best to raise awareness of future information days. Respondents most commonly indicated that they would prefer to receive email invitations to future events.

Where organisations had previously accessed HWL service, they were also comfortable with the idea of a follow up call to confirm bookings.

However, one respondent indicated that they felt the main strength of the information day events was "*getting to know the HWL team and getting the ball rolling*". As a result they felt that the HWL should focus future information events on reaching out into the wider business community to raise their profile. Consequently, they suggested that the HWL team should run joint events with the Chamber of Commerce in the future, as this would provide access to a wider number of companies that probably didn't know about their service.

Respondents were then provided with a prompted list of ideas on how best to promote the HWL services.

Respondents indicated that they liked the idea of future awareness sessions. They indicated that they would attend events on issues that they were still to consider and

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that they felt that the events would be a positive way to raise the profile of the service with organisations that had not previously been in contact with the HWL team.

For organisations that had an existing relationship with the HWL team, they liked the concept of regular reviews to benchmark progress. They felt that if the review meeting was centred around the development of, and the discussion of challenges faced when implementing the action plan within their Company, that this would be extremely useful to ensure they maintained momentum with their HWL agenda.

In addition, respondents were also looking for ideas on how they could measure the impact of introducing the HWL policies, programmes and activities in order that they could demonstrate its value to the senior management team.

The third most prevalent response was the request for an information pack that outlined the range of services provided by the HWL team. However, respondents were looking for the information pack to link the services provided with how they could progress through the national award programme or in some cases help to develop their organisational culture. Where respondents were looking for support in developing their organsiational culture, they commented that the information pack should be:

> *"A road map of how to introduce employee health and wellbeing programmes into the organisation and how to demonstrate its business impact".*

When discussed further, they commented that the information pack should do more than just highlight the services available and should be aimed at providing guidance on what works and why.

4.1.7 Future support needs

Finally respondents were asked to discuss what health, safety and wellbeing priorities their organisation was likely to focus on over the next 12 months.

The smaller organisations tended to focus on health and safety issues and indicated that they were most likely to access training courses. The most commonly cited courses were:

- Health and Safety awareness
- First aid training
- Lifting and Handling.

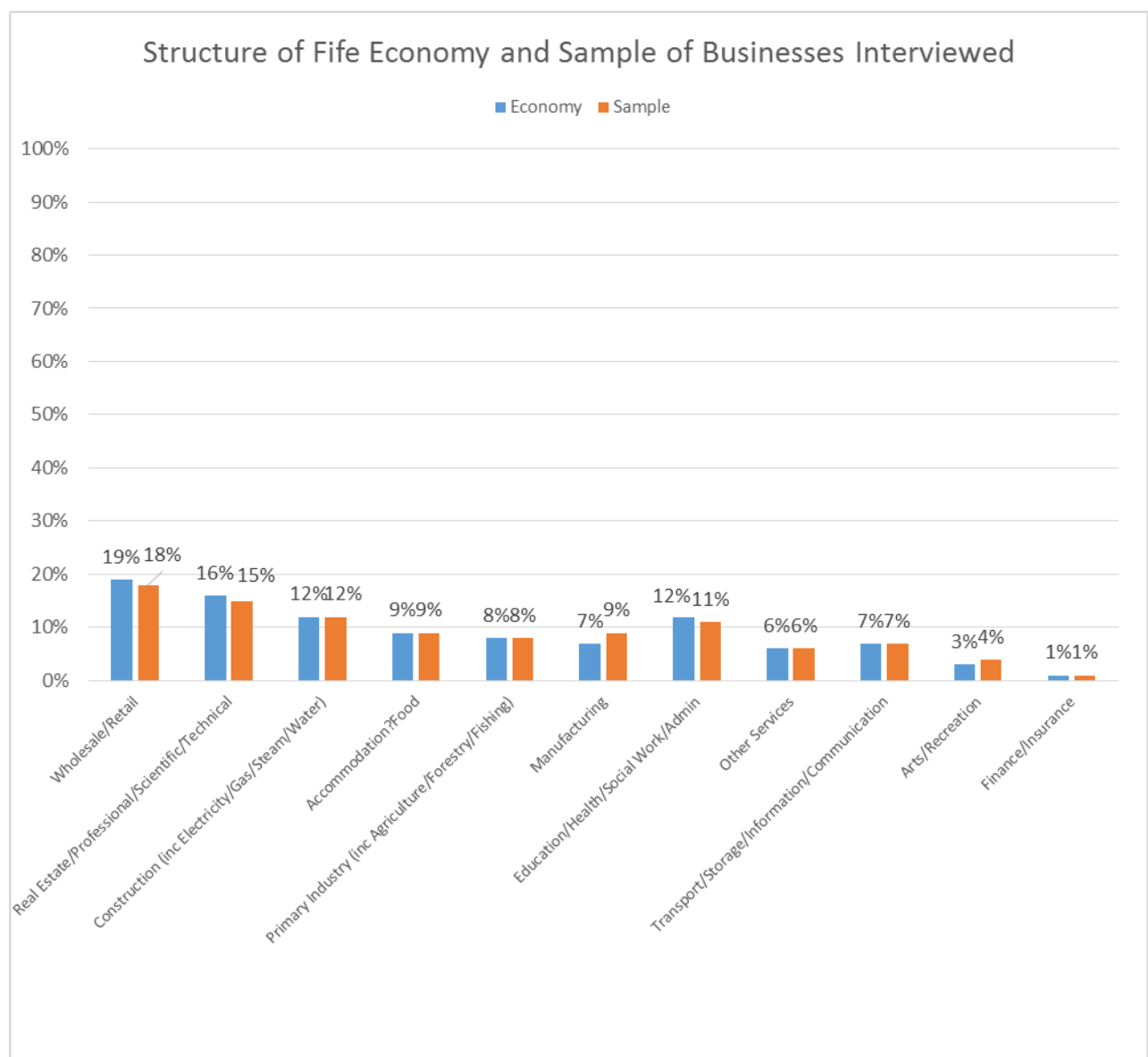The larger organisations most commonly cited occupational health related areas, which included:

- Stress management / mental health

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- Physical activity
- Smoking
- Weight management / healthy eating.

In addition, organisations that were involved in the national award programme indicated that they would like consultancy style support to help them develop an implementation plan to assist them in achieving the higher levels within the award scheme.

4.2 Quantitative Research Findings

4.2.1 Profile of Respondents

Structure of Fife Economy and Sample of Businesses Interviewed

■ Economy   ■ Sample

| Category	Economy	Sample
Wholesale/Retail	19%	18%
Real Estate/Professional/Scientific/Technical	16%	15%
Construction (inc Electricity/Gas/Steam/Water)	12%	12%
Accommodation/Food	9%	9%
Primary Industry (inc Agriculture/Forestry/Fishing)	8%	8%
Manufacturing	7%	9%
Education/Health/Social Work/Admin	12%	11%
Other Services	6%	6%
Transport/Storage/Information/Communication	7%	7%
Arts/Recreation	3%	4%
Finance/Insurance	1%	1%

According to Fife Council Economic Development Department there were 8,930 enterprises operating in Fife in 2013, constituting 5.6% of all businesses in Scotland. The Office of National Statistics indicates that there were 95,200 employees in Fife in 2013.

A total of 303 organisations were interviewed in this research (3.4% of Fife companies). The sample of businesses selected closely matches the structure of the Fife economy, based on information provided by Fife Council. Approximately 12,430 people were employed in these organisations.
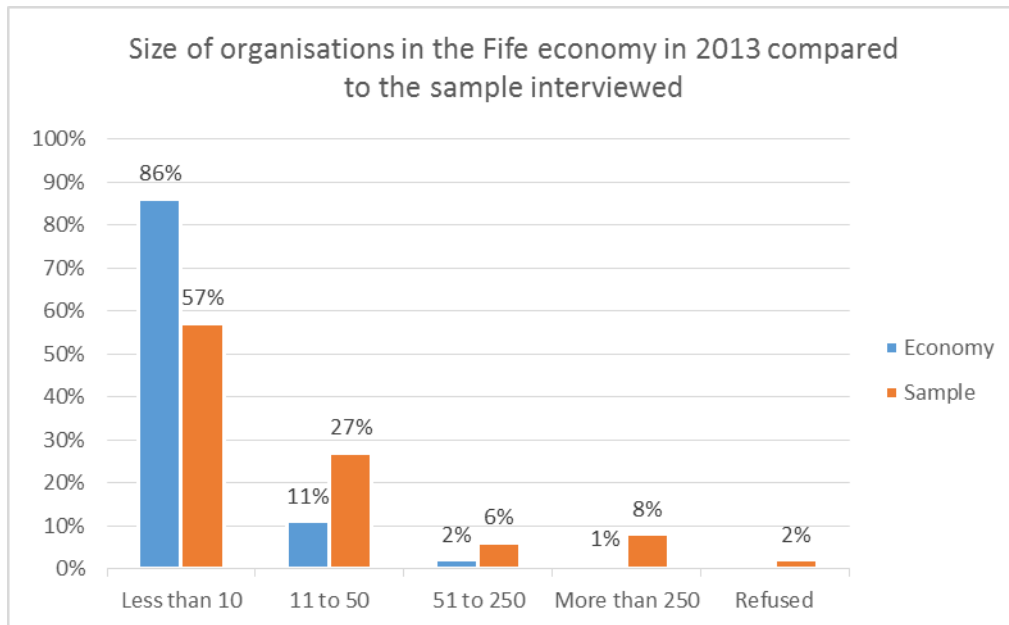
The Fife economy is predominately made up of small businesses employing less than 10 people. In 2013 they constituted 86% of the local economy. Just over 1 in 10 businesses (11%) employed between 11 and 50 people. Larger businesses (ie those employing 51 – 250 and 250+), whilst employing greater numbers of people, made up a very small proportion of the Fife economy with businesses at 2% and 1% respectively.

4.2.2 Current Practice

Q1: Does your organisation have access to ...?

Base: 303
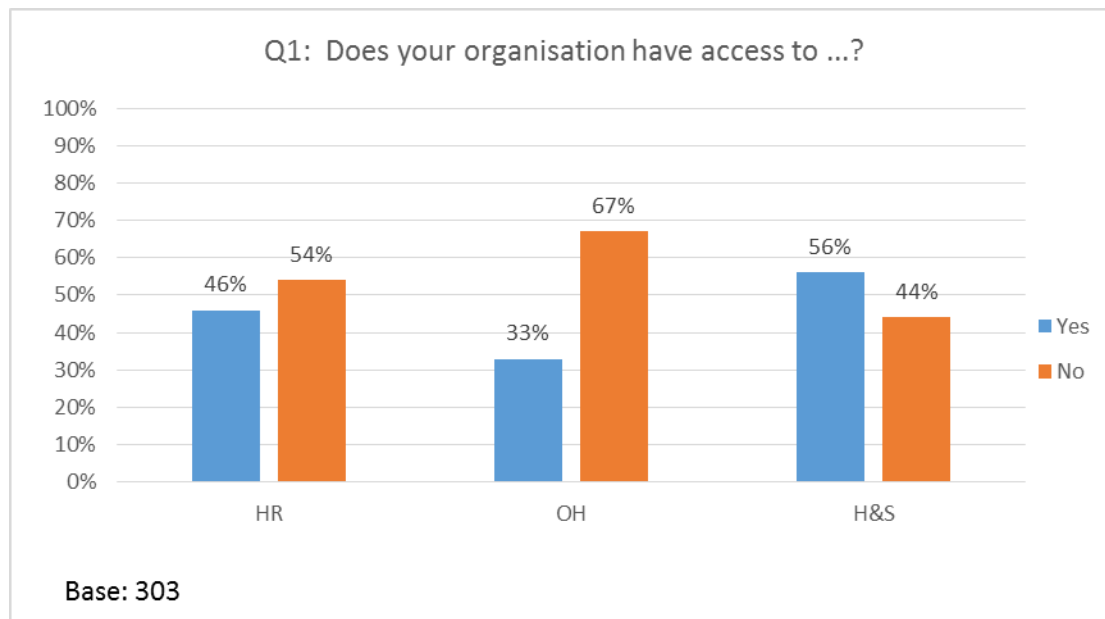
Organisations in Electricity/Gas/Steam supply and Water supply sectors tended to have access to all three areas of advice. Whereas organisations from Finance & Insurance, Agriculture/Forestry/Fishing, Real Estate/Professional/Technical and Arts/Recreation tended not have any access to HR, Occupational Health or Health & Safety advice.

The majority of Manufacturing, Accommodation & Food, Education and Human Health & Social Work had access to HR and Health & Safety but no access to Occupational Health advice.

Construction, Wholesale & Retail and Other Services companies tended to have access to Health and Safety advice but not to HR or Occupational Health advice.

The majority of transport companies, whilst having access to HR, tended not to have access to Occupational Health or Health and Safety advice.

Whilst the majority of organisations had policies or practices, almost half of those respondents in Real Estate/Professional/Technical and Arts/Recreation did not. Organisations with less than 10 employees also tended not to have policies in place either.

Of those organisations which had policies, most commonly these related to health and safety (77%), development of a handbook (22%), dealing with hazards (17%) and manual handling/lifting (8%).

Q2c: How, if anything, has your organisation benefited from these policies/practices?
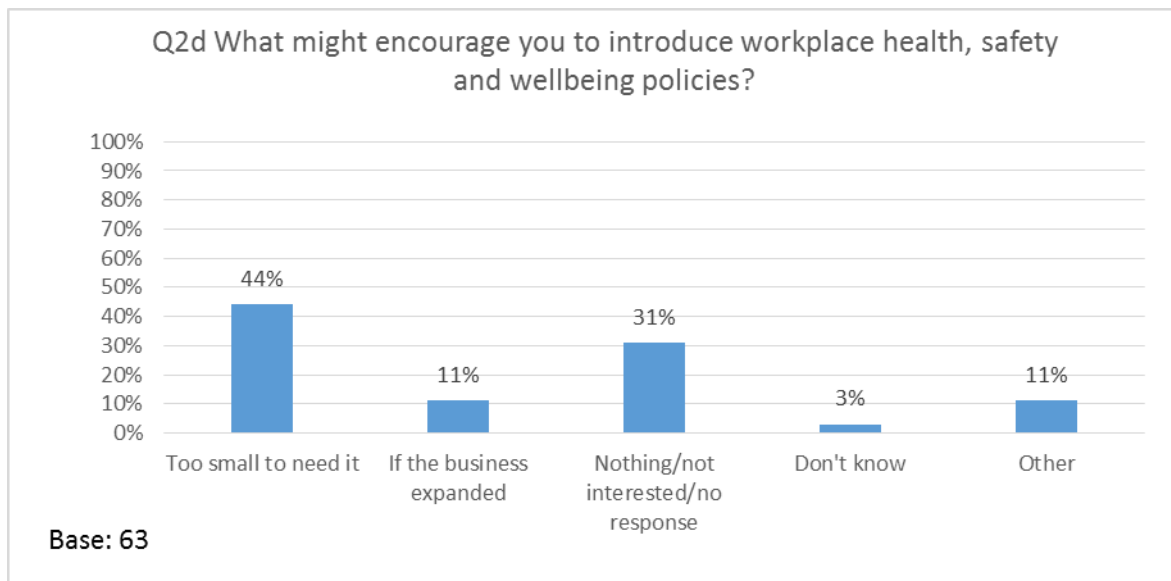
Base: 163
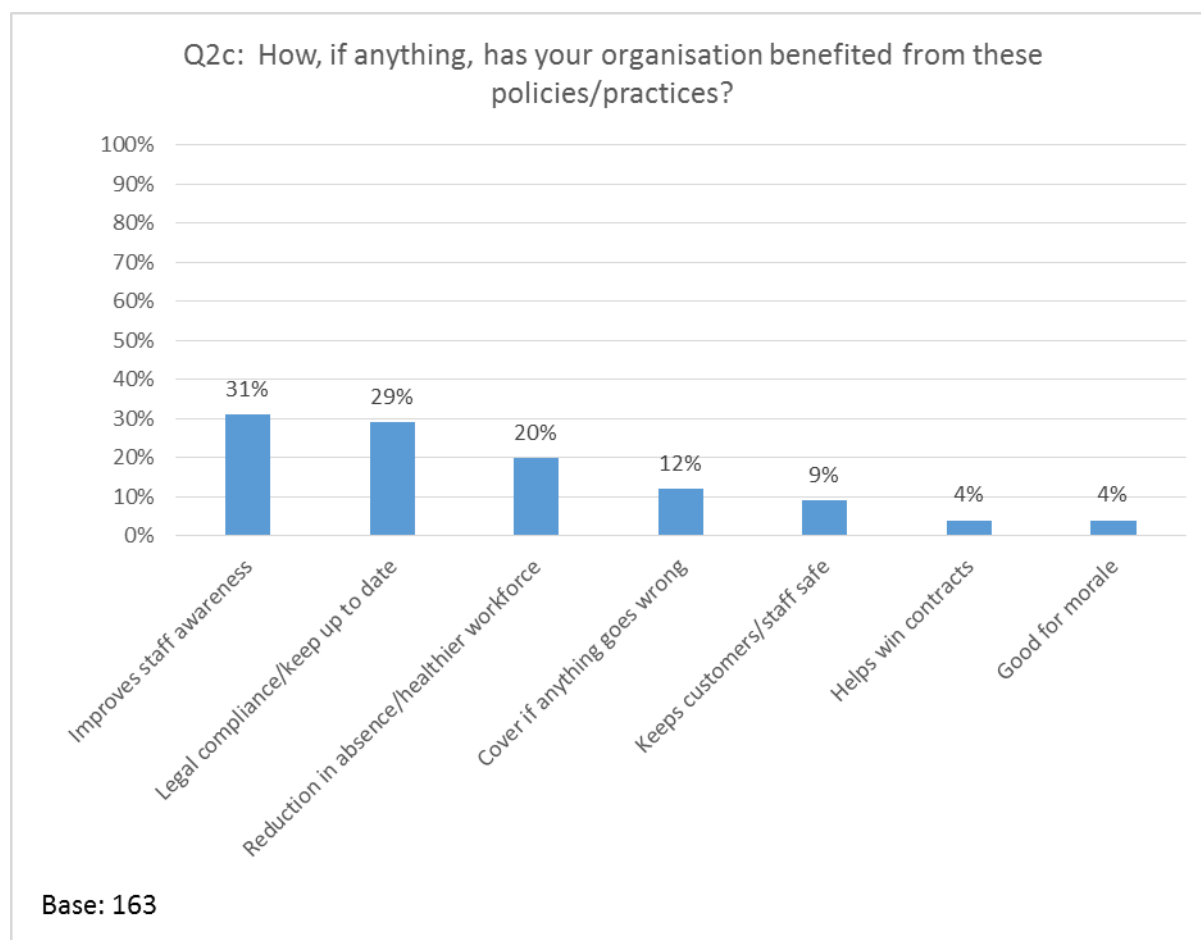
Two thirds (67%) of organisations which had policies highlighted some kind of benefit from them. Legal compliance and benefits to staff were the two main benefits cited by respondents. Staff benefits such as improving awareness, keeping them safe and improving morale was particularly important for organisations in Manufacturing, Transport, Real Estate/Professional/Technical, Finance/Insurance and Education.
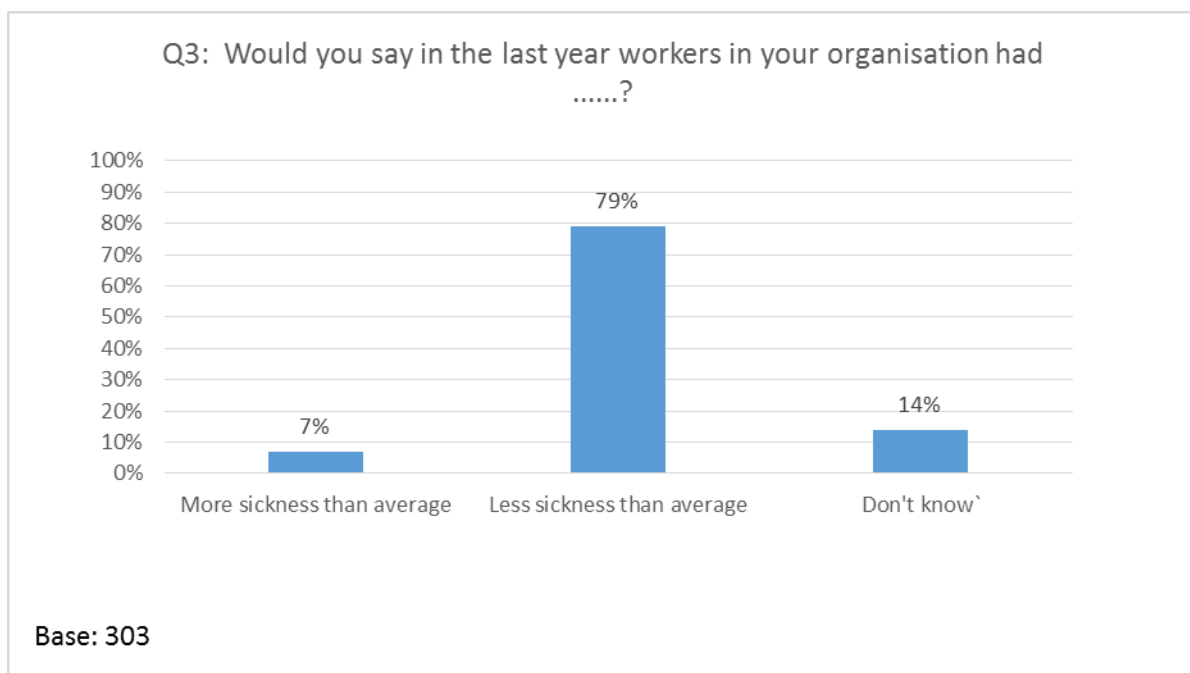
Legal compliance and keeping up to date with changes was particularly important for organisations in Construction.

Reducing absences and injuries was highlighted by around a fifth of Manufacturing organisations indicating benefits and by over 1 in 10 organisations in Agriculture/Forestry/Fishing, Construction, Wholesale & Retail and Arts/Recreation which experienced benefits.

Manufacturing Construction Real Estate/Professional/Technical also highlighted helping with contract wins as a benefit.

Q2d What might encourage you to introduce workplace health, safety and wellbeing policies?

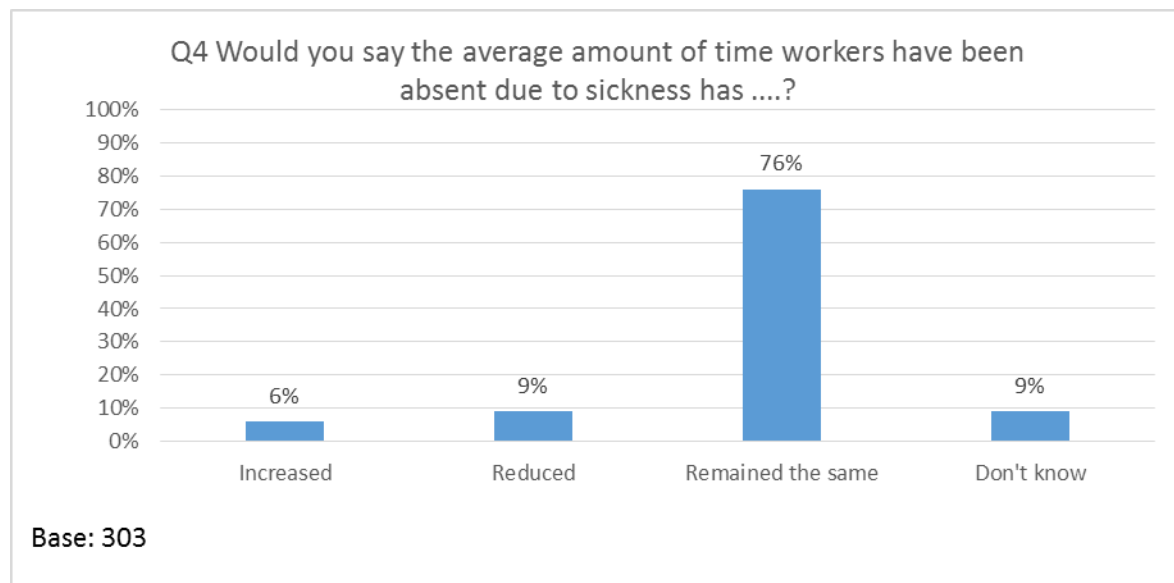| Category	Percentage
Too small to need it	44%
If the business expanded	11%
Nothing/not interested/no response	31%
Don't know	3%
Other	11%

Base: 63

Interest in introducing workplace health, safety and wellbeing policies was limited amongst respondents who currently did not have them. Just over half of these respondents felt that their current size meant that such policies were unnecessary. These respondents tended to be in Agriculture/Forestry/Fishing, Wholesale & Retail and Real Estate/Professional/Technical sectors and tended to have only 1 or two employees.

Q3: Would you say in the last year workers in your organisation had ......?

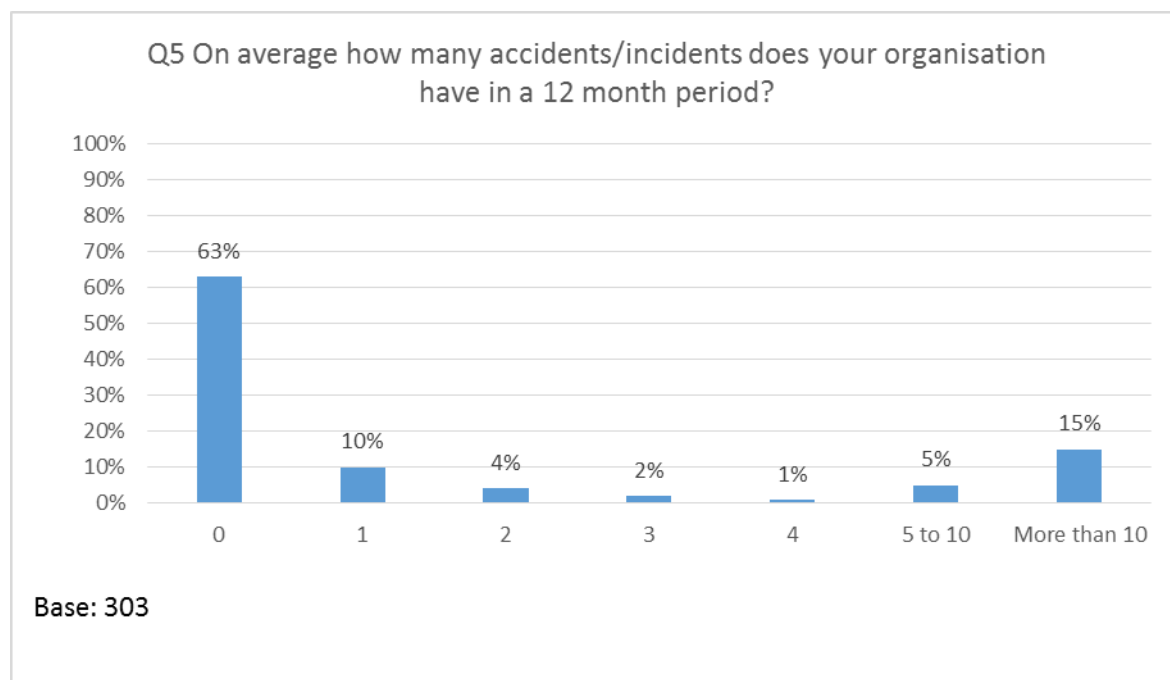| Category	Percentage
More sickness than average	7%
Less sickness than average	79%
Don't know`	14%

Base: 303

Over three quarters (79%) of respondents stated that their workforce had less than the average 4.7 days absence per year. Respondents in the Electricity/Gas/Steam supply and Water supply sectors tended to have absence rates higher than average. However it should be noted that 1 in 10 respondents from Real Estate/Professional/Technical, Education, Arts/Recreation and Other Services had

higher than average absence as did organisations employing between 51 and 250 employees.

Q4 Would you say the average amount of time workers have been absent due to sickness has ....?

| Increased	Reduced	Remained the same	Don't know
6%	9%	76%	9%

Base: 303

For three quarters of the respondents, sickness absence had remained the same. However for almost 1 in 10 organisations (9%) it has reduced and for 1 in 20 (6%) it had increased in the last 12 months. Increases in sickness absence was a particular issue for respondents in Manufacturing and Water Supply.   Around 1 in 5 respondents from Education, Human Health & Social Work and Other Services had experienced a reduction in absence in this timeframe.


Q5 On average how many accidents/incidents does your organisation have in a 12 month period?

0	1	2	3	4	5 to 10	More than 10
63%	10%	4%	2%	1%	5%	15%

Base: 303

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Two thirds of respondents indicated that there organisation had no accidents or incidents in the previous 12 months. However over half of respondents from the Education sector and almost half of respondents from Agriculture/Forestry/Fishing, Manufacturing and Wholesale & Retail and a third of respondents from Water Supply, Construction, Accommodation & Food, Finance & Insurance and Arts & Recreation indicated that they had experienced accidents.

Respondents in Construction and Education sectors and in organisations with between 11 and 250 employees stated the highest numbers of accidents or incidents amongst their workforces. It should be noted that these two sectors, whilst having health, safety and wellbeing policies which addressed health and safety, organisations in these sectors had the lowest numbers of respondents with access to Health and Safety advice (23% and 29% respectively).
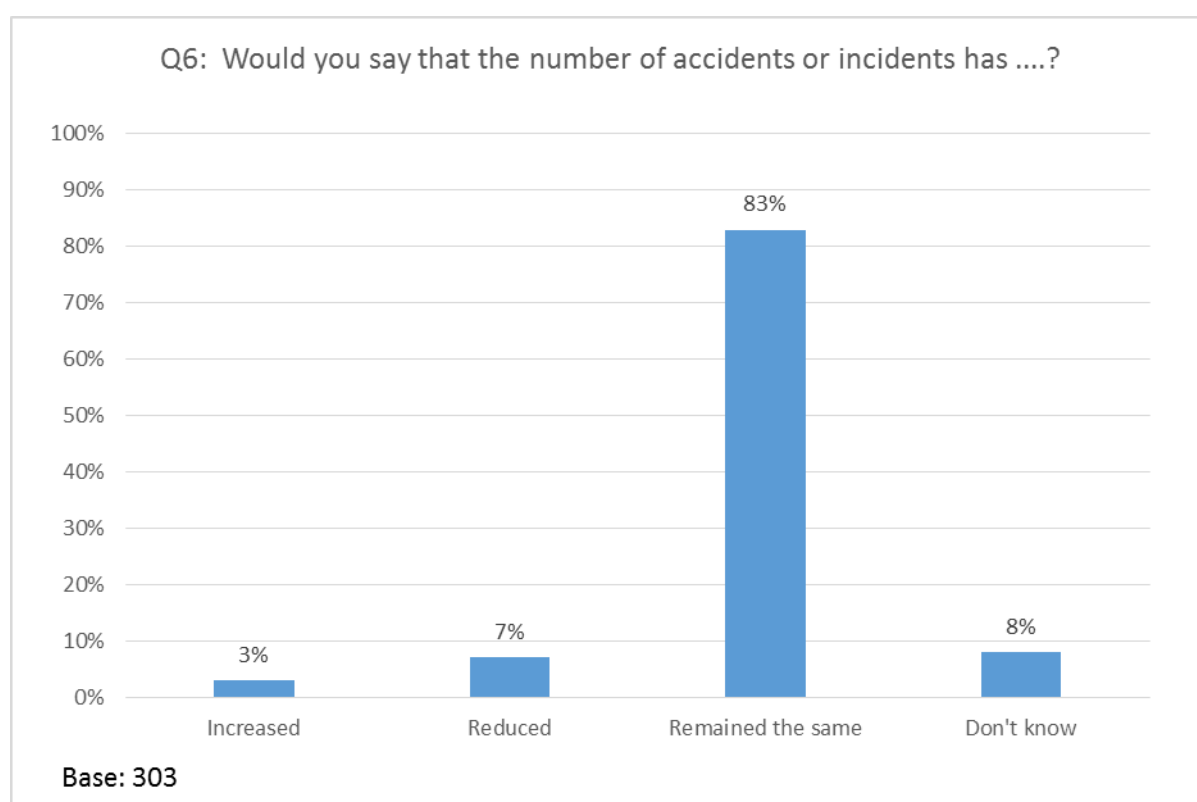

Over three quarters (88%) of respondents indicated that the number of accidents or incidents remained the same from the previous year. However, given that over half of respondents from Education and almost half from Agriculture/Forestry/Fishing, Manufacturing and Wholesale & Retail indicated accidents in the previous year, this suggests that for some organisations in these sectors their workforces are continuing to have accidents/incidents.

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Q7: Has your organisiton received external support with workplace health, safety and wellbeing?

Base: 303
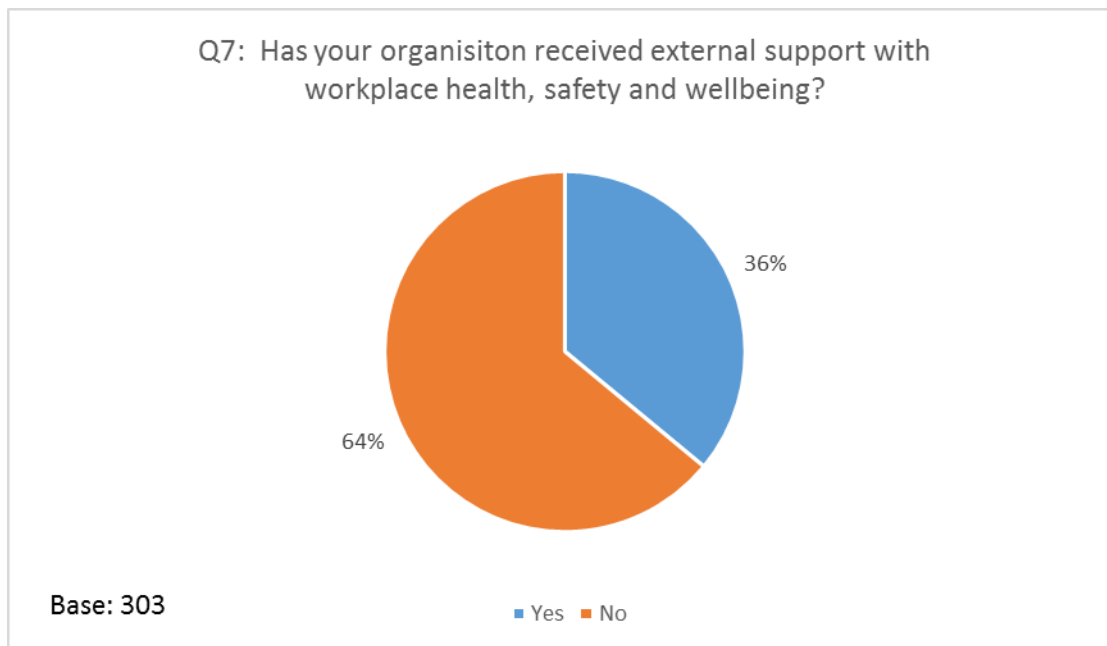
Two thirds of respondents did not have access to external support for workplace, safety and wellbeing. Those that did tended to work in Manufacturing, Electricity/Gas/Steam, Education and Human Health & Social Work and employ between 11 and 250 employees. Only a fifth of respondents with less than 10 employees accessed external support.

4.2.3 Organisations who have received support on Health, Safety & Wellbeing

Q8 Where have you received this support from?

Base: 110
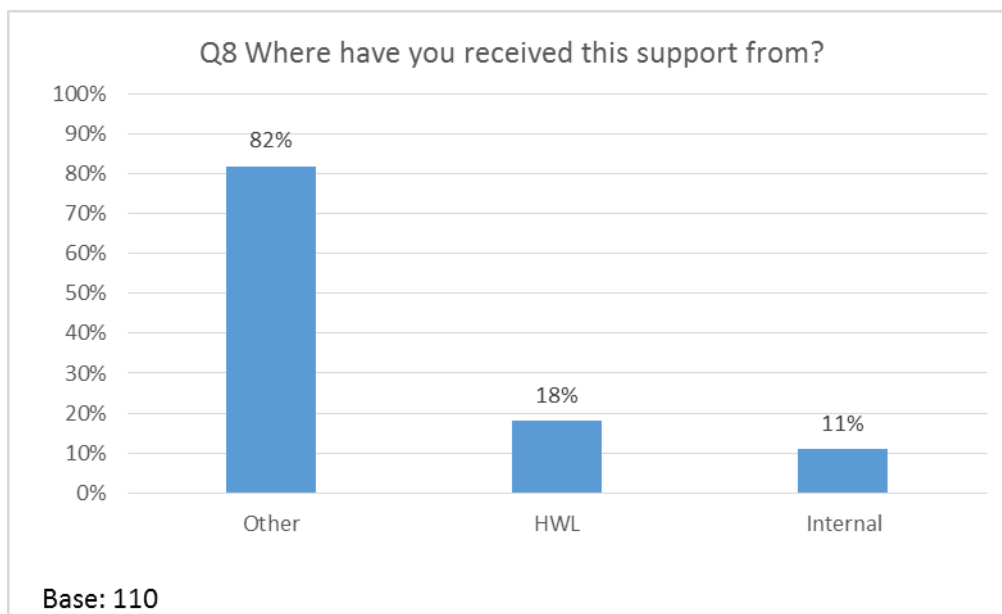
Of those who had received support externally, almost a fifth were supported by Healthy Working Lives (HWL), 1 in 10 by an internal team and the majority (82%) by

a range of providers which include Fife Council and private sector providers such as Croner and Mentor.
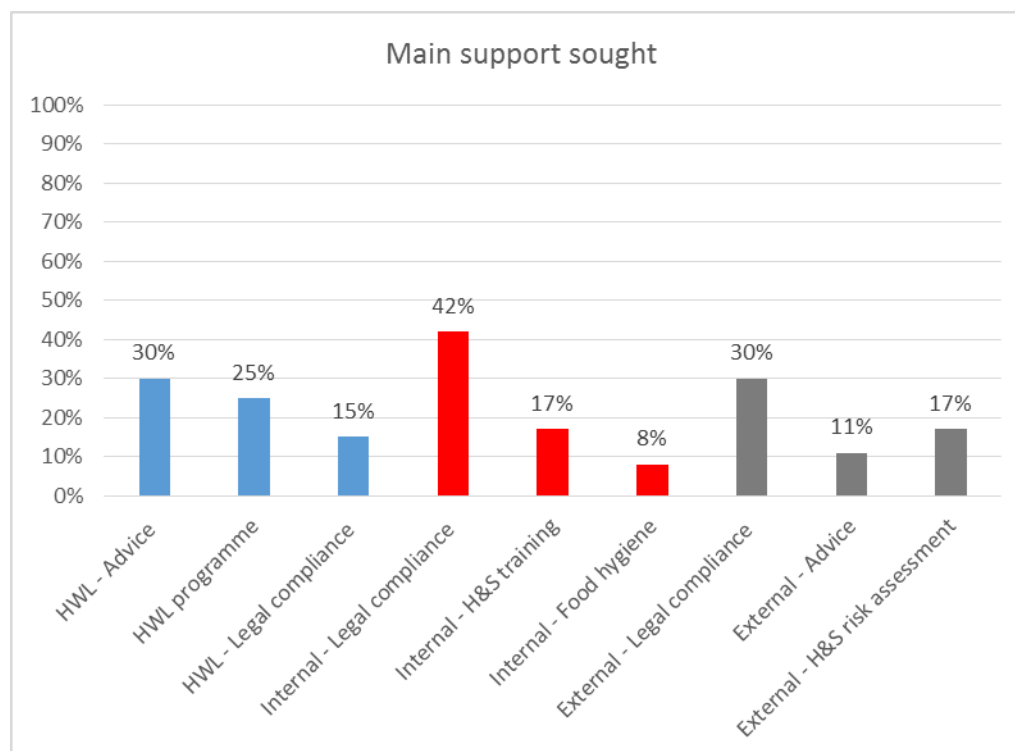
HWL support
The 20 organisations who had received support from the HWL team were spread across a range of sectors including Manufacturing, Construction, Real Estate/Professional/Technical, Transport, Wholesale & Retail, Education and Human Health and Social Work. Half of the respondents were in companies which employed 11-50 people – only 30% were from organisations with either 1-10 or 250+ employees.

They had approached HWL predominately for either general advice or information on the HWL programme and all but one felt (95%) that they had benefited from the support provided.

Internal team
The 12 organisations who had received support from an internal team were spread across a range of sectors including Manufacturing, Construction, Accommodation & Food, Real Estate/Professional/Technical, Transport, Education and Human Health and Social Work. Almost all of the respondents were in companies which employed 11- 250+ employees.

They had approached their internal team for support on legal compliance, health & safety training and food hygiene and all felt that they had benefited from the support provided.

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Other external support

The 90 organisations who had received support from an external team were spread across all the sectors, with the exception of Finance and Insurance. A third of the respondents were in companies with less than 10 employees and just under half were in companies with 11-50 employees.

They had approached an external organisation for support across a wide range of issues, the most common being legal compliance (30%), general advice (11%) and general health & safety (17%). Whilst the majority of respondents (81%) felt that they had benefited from the external support, 1 in 10 respondents did not. These tended to be smaller organisations with less than 10 employees. The key issues appears to have been a perception of limited added value from the support.
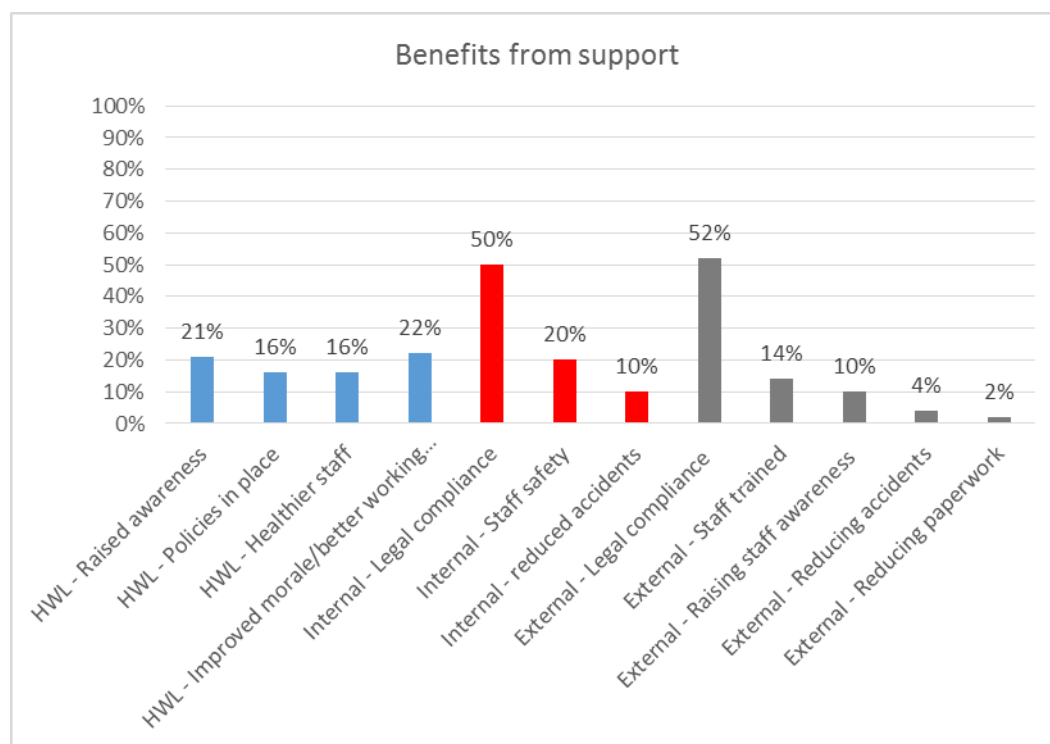
The main benefits seemed to relate to legal compliance and raising staff awareness. However other benefits included improvements to staff morale and working relationships as well as a few organisations suggesting the support helped reduce accidents in the workplace.   These organisations were predominately in Manufacturing, Construction and Wholesale & Retail sectors and employed 0 – 50 employees.   However is should be noted that just under a fifth of the large companies (employing over 250 people) stated that they believed the support had helped reduce accidents.

5.2.4 Future Support Needs

Slightly over half (51%) of respondents were aware that support was available on workplace health, safety and wellbeing and a quarter (25%) were aware that support

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was available from the HWL team. Just under half (41%) of the organisations aware of the HWL team were those with less than 10 employees and just over a third (36%) employed between 11 and 50 people.

Awareness of available support was poorest amongst respondents in Electricity/Gas/Steam, Finance & Insurance, Wholesale & Retail and Other Services. However it should also be noted that half of respondents from Agriculture/Forestry/Fishing and Transport and just under half in Education and Art & Recreation were also unaware of available support.

Just over half (52%) of the organisations who participated in this survey are likely to be looking for support for their workplace in the future. These were in organisations employing more than 11 people, particularly those who were employing over 55 people.   They were predominately operating in Manufacturing, Construction, Accommodation & Food, Transport, Electrical/Gas/Steam, Water Supply, Education, Human Health & Social Work, Arts/Recreation and Other Services.

There was a wide range of future support needs highlighted. These needs were fairly consistent across the sectors and size of organisation.
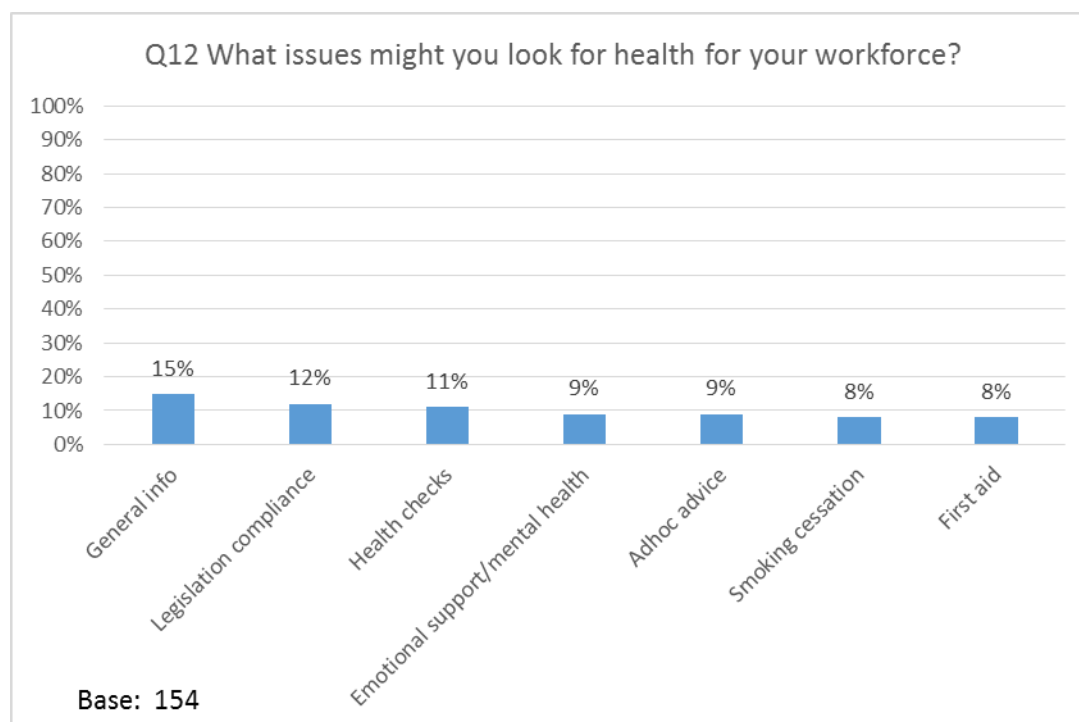
Just under half (48%) of organisations who participated in the survey were not likely to be looking for any support in the future.   These respondents were from Agriculture/Forestry/Fishing, Wholesale & Retail, Financial & Insurance, Real Estate/Professional/Technical and tended to have less than 10 employees.   Just over half (55%) of these organisations were those which did not have any current policies or practices for workforce health, safety and wellbeing.

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Just over two thirds of organisations interviewed (68%) were interested in support on workplace health, safety and wellbeing. Main areas of interest were an information pack (87%), training (41%) and awareness sessions (41%).
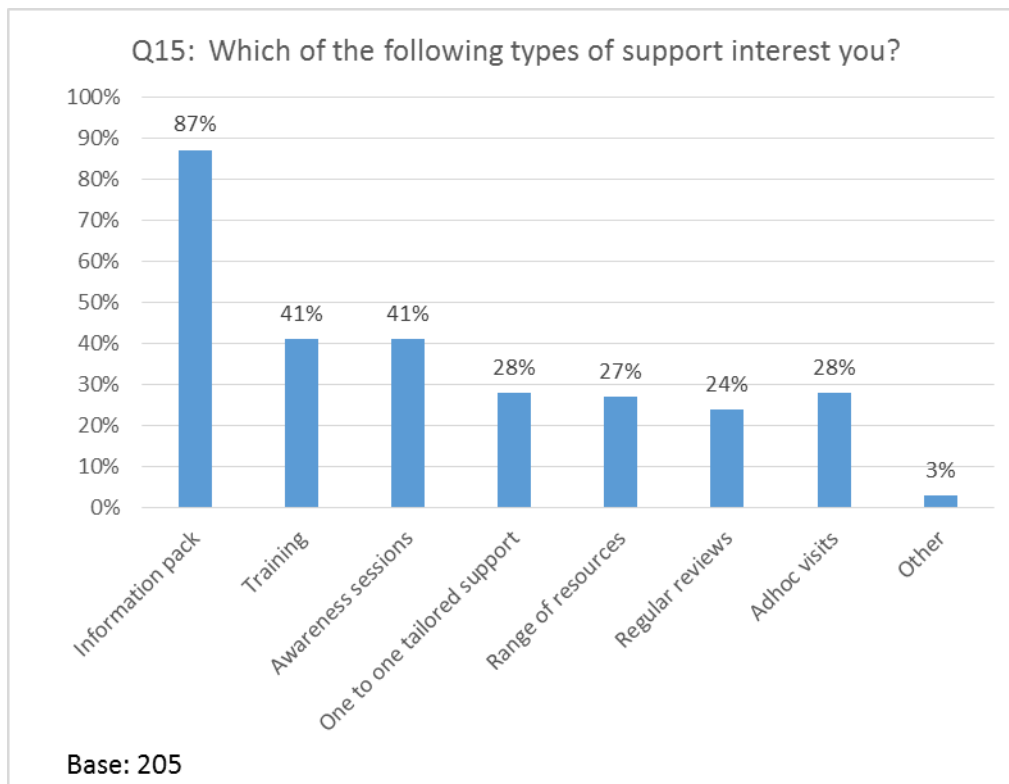

The information pack was of particular interest to organisations in Manufacturing, Construction, Accommodation & Food, Finance & Insurance, Transport, Wholesale & Retail and Education. Awareness of available support was poor amongst respondents from four out of these seven sectors. Just over half of the organisations employing less than 10 people were interested in the information pack.

Interest in training was highest amongst respondents from Manufacturing and Education. It was also of more interest to respondents with more than 11 employees.

Interest in awareness sessions was highest amongst respondents from Construction, Manufacturing and Education. It was also of more interest to organisations employing between 11 and 250 people.

A third of respondents (32%) were not interested in any type of support. These organisations tended to operate in Electricity/Gas/Steam, Real Estate/Professional/Technical, Water Supply and Arts & Recreation. They also tended to be smaller organisations with less than 10 employees.

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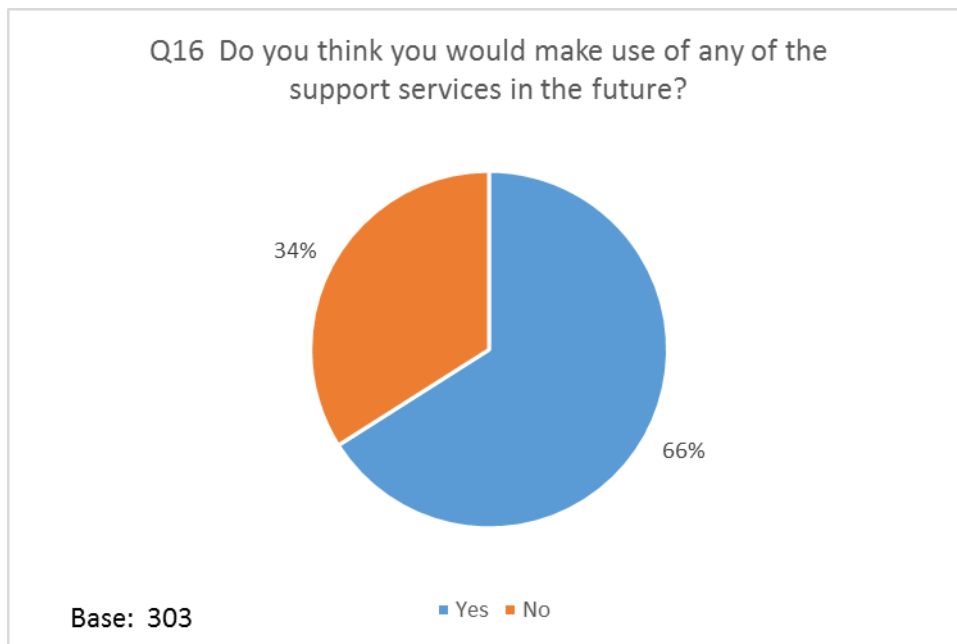
Two thirds of respondents thought they would make use of the HWL support services in the future. This included over two thirds of respondents for all sectors with the exception of Wholesale & Retail and Finance & Insurance. Whilst the majority of respondents from all sizes or organisations interviewed suggested that they would make use of the HWL support fewer smaller companies were interested – with just under half (44%) indicating they would not use the service.

The main reasons given for not planning to use the service were related to size of company and perceived need. A third (33%) of respondents who would not use the service thought their company was too small (ie a one or two person business) and a further third (33%) felt they had everything covered or no current need.

The organisations which thought they were too small tended to be in Wholesale & Retail, Transport, Real Estate/Professional/Technical and Human Health & Social Work. Organisations which felt they had everything covered or no current need tended to be in Manufacturing, Construction, Finance & Insurance and Education. It should be noted that Education was one of the sectors which indicated a higher than average accident/incident rate.

Q17a: Would you consider approaching NHS Fife HWL team for help?

38%   62%

Base: 303   ■ Yes ■ No
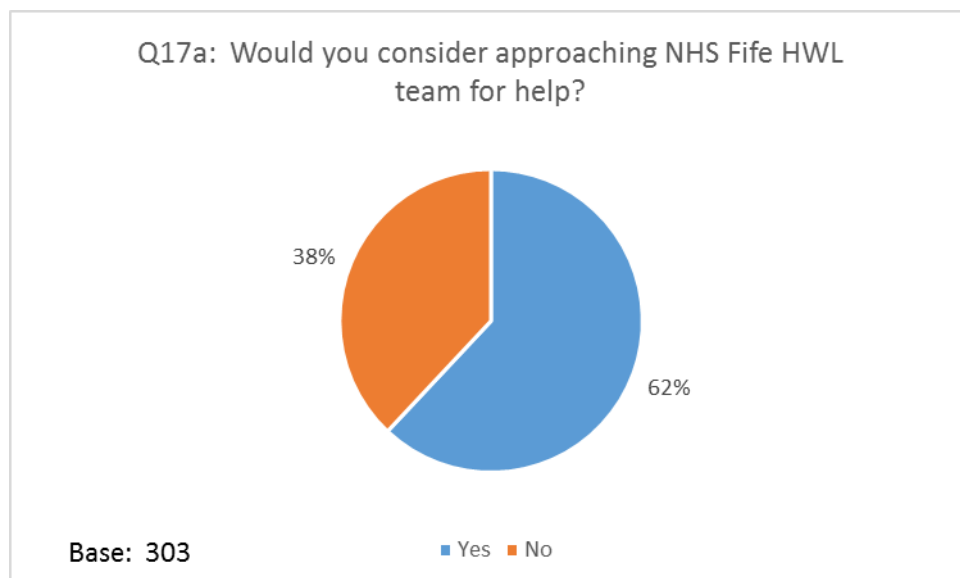
Two thirds of respondents indicated that they would consider approaching the HWL team for support. This included over a half of respondents for all sectors with the exception of Wholesale & Retail, Water Supply and Arts & Recreation. Once again, whilst the majority of respondents from all sizes or organisations interviewed suggested that they would approach HWL fewer smaller companies were interested – with just under half (45%) indicating they would not use the service.

Organisations who suggested they would approach the HWL team had a wide range of support needs. The most common were General Information (26%), Adhoc Advice (19%) and Up to date Legislation (8%). Almost 1 in 10 respondents (7%) however were not sure what support they needed.

The main reasons given for not planning to use the service were related to size of company, perceived need or satisfaction with current supplier. A third (33%) of respondents who would not use the service thought their company was too small (ie a one or two person business), 17% felt they had everything covered or no current need and 11% were pleased with their current supplier. However, it should be noted that lack of awareness of HWL and what the team can offer would prevent almost 1 in 10 respondents (7%) from approaching HWL for support.

4.3 Economic Impact

According to data published by the Scottish Government, each employee in Fife contributes on average £37,477 per annum to the local economy. The Office of National Statistics (ONS) also indicates that the average sickness absence rate in Scotland is 4.7 days per employee. This means that, in 2012/13 approximately £45.9m was lost to the local Fife economy through employee sickness absence. This equates to 1.4% of Fife's total Gross Value Added in the economy.

Data from the Scottish Government also suggests that, on average, it costs a business in Fife £22,492 per year to employ someone. This equates to £98.65 per working day (on average there are 288 working days per year). For a business who experiences the average number of days lost per employee per year, this means sickness absence costs of £463.66 per employee per year. This also means that the local economy is experiencing sickness absence costs of £44.1m per year.

Of the 303 organisations interviewed, 241 (80%) had policies or practices which targeted workplace health, safety and wellbeing. Twenty five of these organisations (10%) suggested that having these policies had resulted in either a reduction in absence/incidents or a healthier workforce. Just under half (44%) employed less than 10 people, just over a quarter (28%) employed between 11 and 50 people, 12% employed 51-250 people and 28% employed over 250 people. Indeed these organisations employed approximately 2,465 people in total.

Assuming a reduction of a minimum of 1 sick day per person in each of these organisations, this means that adopting the workplace health, safety and wellbeing policies saved these organisations a combined total of £243,172.55 last year. It also saved the local economy approximately £253,081.55 in lost GVA contributions due to sickness absence.

According to the feedback from the participating organisations the HWL team supported 5 of the companies who attributed a reduction in sickness absence to their implementation of the workplace health and wellbeing practices. This would mean that the HWL team support had helped organisations in the sample save a combined total of £43,771 last year and saved the local economy £45,554.68 in GVA contributions. A total saving of £89,325.69.

In the year 2012/13 the NHs Fife HWL team supported 102 companies in the Fife area. Based on the numbers employed in the sample companies interviewed in the survey, we estimate that the companies supported by the HWL team employ around 3110 people. If each of these companies reduced workforce absence by 1 day per person as a result of the HWL team support this would equate to a combined saving of £306,801.50 to the local companies and £319,303.70 in lost GVA contributions to the local economy.

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5. Conclusions and Recommendations

The feedback from the qualitative discussions and from the wider quantitative survey suggest that organisations which had received support from the HWL team in NHS Fife were very satisfied with the support provided and felt that their businesses had benefitted from the team's interventions, albeit that few had attempted to quantify the impact of the support on their business operation.

An economic impact analysis conducted as part of this research, estimated that each participating company that experienced a reduction in sickness and absence following involvement with the HWL team typically saved their organisation and the local economy £17,865 per annum.   The larger the organisation, the larger the potential impact to the local economy.

Awareness of the need for HWL policies and practices and the likelihood to seek external support to implement health, safety and wellbeing practices varied with organisation size. Small organisations (up to 10 employees) tended not to perceive the relevance of HWL for their business and larger organisations (over 250 employees) tended to use internal support to implement policy and practice. Medium sized companies, particularly those with 11 to 50 employees tended to recognise the potential need for compliance with legislation but did not understand the relevance of employee wellbeing for their business. Few of these companies had access to internal support.

Very few organisations were able to measure the impact of health, safety and wellbeing on employees in their business but many were very keen to be able to do this to support their involvement with HWL with their senior management.

We have used the feedback from the organisations who participated in this research to draw conclusions on the provision of HWL services in Fife and to recommend actions which the NHS Fife HWL team may wish to consider in developing the strategy for future service provision for the area.

5.1 Targeting future organisations

The findings from the quantitative survey suggests that larger organisations and those with access to internal HR support were more likely to have health, safety and wellbeing policies and practices in place . Smaller organisations without HR support were least likely to have these in place and very small organisations (i.e those with 10 or less employees) did not consider health, safety and wellbeing to be relevant to them.

From the economic impact analysis, each participating company that experienced a reduction in sickness and absence following involvement with the HWL team typically saved their organisation and the local economy £17,865 per annum.   The larger the organisation, the larger the potential impact to the local economy.

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Recommended action
Given that the Fife economy is made up of predominately small to medium sized enterprises and the financial impact reducing employee sickness/absence has on organisations and the Fife economy, we would recommend that the NHS Fife HWL team focuses future support on organisations with between 11 to 50 employees initially. These organisations are most likely to have an internal manager responsible for developing HR practices with no access to external support but are more likely to recognise the need for ensuring compliance with health and safety legislation as well as ensuring their employees have healthy working lives. These organisations are more likely to be "in the buying zone" and more receptive to approaches by the HWL team.

In this regard, it may be useful to liaise with the regional contact responsible for managing Scottish Enterprise Key Account Managed companies in Fife to determine whether the HWL team can promote their services directly to the KAM organisations in the area.

Very small organisations also require support but need to be convinced of the relevance of HWL to their size of organisation. It is likely to take longer to influence them into the "buying zone" and therefore this needs to be a longer term objective for the local HWL team.

Larger organisations were more aware of the need for HWL support but were more likely to seek this from internal sources and seek support externally only on more specific issues – generally associated with staff training. We would recommend that the local HWL team needs to retain contact with these larger organisations but that the priority for raising awareness of the need for HWL policies and practices should focus on smaller organisations.

5.2 Understanding of the health, safety and wellbeing message

It was clear from the qualitative research that few respondents tuned into the health promotion aspect of the phrase "health, safety and wellbeing". Typically all respondents identified with the Health & Safety message, but only those with previous experience of using the local HWL services were in tune with the employee wellbeing aspects of the phrase.

Recommended action
We would recommend that future promotion of the service focuses on the business benefits of introducing HWL policies, programmes and activities, highlighting the business case for tackling HWL issues.

5.3 Motivations for implementing HWL policies, programmes and activities

Whilst the main benefit identified from the research related to legal compliance, it should also be noted that a number of different motivations were identified for considering and implementing HWL policies, programmes and activities. Motivations

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tended to vary by what stage the organisation was at in their organisational growth, with smaller organisations tuning more into the Health and Safety messages.

Furthermore, where organisations had no previous knowledge of, or experience of, working with the local HWL team, they indicated that the factors that were most likely to encourage them to consider implementing HWL related, policies, programmes and activities included:

- Fear of being fined for non-compliance with HSE rules and regulations
- Improving the safety of staff
- Preventing accidents.

Smaller organisations (those with less than 10 employees), tended not to see the relevance of health, safety and wellbeing to their workplaces whereas larger developing organisations tended to be more in tune with how occupational health policies could directly link with their need to introduce more robust human relations policies to ensure they complied with current employment legislation.

Recommended action
We would recommend that the local promotion of HWL services tailor specific promotional messages to small businesses leading with HSE related support, highlighting occupational health messages for larger, developing organisations.

5.4 Priorities for future service provision (current services)

The feedback from the qualitative interviews and quantitative survey suggests that, whilst the HWL team offers a range of services and support for organisations in the Fife area, the current services which are of most interest to organisations were:

- Events which raised awareness of the HWL support available
- Information packs which highlight the business benefits from implementing HWL policies and practices
- Training
- Progress reviews.

Recommended actions
We would recommend that the NHS Fife HWL team continues to provide the following services:

1. Awareness raising events and information days. We would recommend that a programme of sectoral information days are planned, with information being available on the support services that are most likely to be specific to the sector selected.

   For example, the quantitative research highlights that a number of key business sectors are most likely to require additional future support. These include:

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- Education/childcare (this sector had a high level of reportable incidents, a relatively low proportion had access to advice and one of the highest levels of interest in both awareness sessions and training events)
- Manufacturing (this sector indicated one of the highest levels of interest in both awareness sessions and training events. In addition, reducing absence and sickness was seen as a key benefit by Manufacturing employers with existing HWL policies and practices).

Respondents that had attended previous information day events were very positive about their experience indicating that they found the opportunity to informally meet the local HWL advisers and start initial discussions about how HWL support could help their business extremely useful.

As a result, we would recommend that the programme of information days is maintained and extended to include organisations new to HWL as the days have proved effective at engaging with local employers.   Respondents indicated that they felt the information days were a good opportunity to meet the advisers and get to know them first, before setting up a more formal meeting at their business to discuss areas of potential support.   Previous attendees praised the local advisers for being approachable, knowledgeable and down to earth.

As employers tended to consider the business reasons why the HWL agenda may be relevant to their business, we would recommend that the HWL team aim to extend the programme by organising joint events with key local business support forums, such as the local Chamber of Commerce, local Council, and Scottish Enterprise.   This would help to facilitate increased access to the wider business community, helping to raise the profile of the local team and support services available.

Where direct promotion is used to raise awareness of events with organisations with previous experience of working with the HWL team, the preferred communication method would be by email invite, followed up a courtesy phone call to encourage/confirm booking.

2. Develop a service information pack. Both the qualitative research and results from the telephone research indicate that there is an appetite for more information on the service portfolio provided by the local HWL team.

   However, the findings from the qualitative research indicated that any future information pack should do more than create awareness of the range of services available. Respondents indicated that they would find information presented on how and why to introduce HWL related activities into their business helpful. It was considered that this should be more of a service map, highlighting how HWL support services could be used to support local employers.

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One way of presenting the service pathway would be around organisational growth issues. For example, findings indicated that employers were initially looking for support to help them create "fairer and safer workplaces".

Once that was in place they were more likely to access wider support services to put in place employee wellbeing programmes designed to enhance staff morale, teambuilding and ultimately the employer brand.

3. Progress reviews focusing on advice and guidance for organisations on how to address implementation challenges. Over a quarter of respondents from the business community survey indicated that they would be interested in one to one tailored support and regular reviews.

   Organisations that had previously accessed services highly praised the local HWL advisers for the way they had supported them in introducing HWL policies, programmes and practices into their business.

   Key strengths of the current service were considered to be:

   - Advisers spending time with the employers scoping out the issues in the business and linking how HWL related activities could be used to support the organisation
   - The development of agreed action/implementation plans following the scoping sessions
   - Follow up meetings setting informal timelines to work towards. This helped the organisation maintain momentum and provided a clear direction of travel
   - Low key, practical, done to earth approach
   - Unbiased, free advice delivered with no hidden sales agenda.

4. Training courses for smaller organisations with a particular focus on:
   - Health and safety awareness training
   - First aid training
   - Lifting and handling

5. Occupational health related support for larger, developing organisations, including:
   - Stress management / mental health (for managers)
   - Physical activity
   - Smoking
   - Weight management / healthy eating.

5.5 Priorities for future service provision (addressing gaps in services)

The research participants highlighted interest in the following services which they did not think were provided currently by NHS Fife HWL team:

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1. Consultancy support to measure the impact of the health, safety and wellbeing policies and practices in order to demonstrate the value of HWL to senior management in organisations. In this way, the employer will see the commercial benefit of contributing on their implementation journey and the HWL team will be able to develop a programme of sector specific case studies which can be used to convey the business case for why local employers should consider tackling HWL issues in the future marketing of services.

   For example, if the organisations were encouraged to routinely measure absence and sickness rates, the participating companies would be able to quantify the financial impact of improving employee health in their organisation.

2. Development of a service pathway. When considering the development of the service pathways, it should be noted that some respondents had recently organised staff health checks, which had proved to be extremely useful for both the employer and participating staff.

   As a result, we would recommend that this activity is used as a catalyst to path the way for the implementation of employee wellbeing programmes. A number of key benefits emerge for the employer, including raising the profile of employee health internally and setting the agenda for embedding programmes and activities.

3. An information pack to help organisations link HWL activity with progress through the national award programme and demonstrate the business benefit from progressing through the award. Some respondents indicated that it would be useful to link the service map with the differing levels of award from the national award programme.

4. Consultancy support for national award programme participants to help them develop an implementation plan to progress to higher levels in the award. It should also be noted, however, that the last stage of the support considered important by respondents was the idea of going forward into the national award programme. Many considered that it was more important to implement policies and practices around the needs of the business, rather than go forward for the national award.

5.6 Future programme marketing and engagement strategy

Given the different needs expressed by organisations of different sizes, we recommend that the future marketing move away from the one size fits all approach to promotional activity and start to develop a more targeted business engagement strategy.

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We would recommend that the local HWL team, consider two key strands to the business engagement strategy; namely:

- Developing a new client acquisition strategy – engaging with organisations with no   previous contact with the HWL team and less developed organisational structures, such as micro businesses and SME's)
- Developing a more structured approach to the account management process to help local employers that have some experience of tackling HWL issues, helping them to introduce more wide-ranging employee wellbeing programmes that could underpin their organisational growth.

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Appendix 1:

Discussion Guide

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1. Introduction (5 minutes)

- Interviewer Introduction
- Explain overview of research and purpose of discussion
- Explain that the research has been commissioned by NHS Fife and that Axiom is an independent research agency
- All comments made are strictly confidential and will not be attributed to participating individuals
- Discussion will last up to 60 minutes

2. Discussion topics (50 minutes)

a. General impression of Health, Safety and Wellbeing

What does the phrase "Health, Safety and Wellbeing" mean to you as an employer?

Tell us how your workplace addresses health, safety and wellbeing?
- Probe for policies, programmes and activities which target workplace health, safety and wellbeing (such as occupational health, health awareness campaigns, employee assistance programmes, counselling)
- Explore if these are internal resources (ie designated staff, additional responsibilities, training) or externally sourced

If the organisation has not introduced any health, safety and wellbeing policies, programmes or activities go to Section D.

FOR ORGANISATIONS WHICH HAVE HEALTH, SAFETY AND WELLBEING POLICIES. PROGRAMMES OR ACTIVITIES

b. Experience of Health, Safety and Wellbeing

For each policy/programme/activity mentioned by the respondent ask the following:

Before you introduced the practice/activity what difference did you hope it would make on your business?

Why did you decide to introduce the health, safety and wellbeing practice/activity that you mentioned?

Tell us how the support services you have mentioned are available to all the people in your organisation

How do you know if the introduction of the activity or practice you mentioned above has had any impact on your business performance?

Do you regularly measure this in any way? (Probe for how impact is measured)

What business benefits would you directly attribute to the introduction of the health, safety and wellbeing policies/programmes/activities?

What would you say has been the main benefit to your business?

Do you think there has been any financial cost to introducing the policies/programmes/activities? (Probe for extent of cost to the business)

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How did you fund implementation during the transition when you first introduced the policy/programmes/activities you mentioned?

What would you say to other businesses if you were to encourage them to introduce health, safety and wellbeing policies into their business?

c. Barriers to introducing wellbeing activity or practice

What aspect(s) of introducing health, safety and wellbeing practice have you found to be the most challenging?

- Probe for how these were addressed

d. For organisations which have no health, safety, wellbeing policies, programmes or activities.

If no policies/programmes/activities identified ask:

What is the main reason that you haven't thought of introducing health, safety, wellbeing support for the people involved in your workplace?

What, if anything, would encourage you to consider introducing practices/activities to support the health, safety and wellbeing needs of the people involved in your workplace?

Explore extent to which any of the following would encourage them:
Improve safety of staff
Improves health of staff
Reduce accidents
Reduce sickness absence
Reduce occupational health conditions
Cost
Duty of care
Want to win public sector contracts
Keen to nurture my team
Want to develop my employer brand and attract talented people to the business
Want to go for a business award and they look at some of the same issues (eg IIP, Employer of Choice, Best Companies)
Fear of being fined for non-compliance of HSE rules and regulations
Fear of litigation

ALL ORGANISATIONS

e. Awareness of Support Services

Where would you go to source information or advice on creating a safe environment for your people when they are at work?

Where would you go to source information or advice on improving the health and lifestyle of your people?

Have you ever sought external support or advice for health, safety and wellbeing in your workplace?

If Yes:
Who did you approach?

What type of advice/support were you looking for?
What was your impression of the support you received?
What support, if any, would have made your experience better?
Would you re-approach them again in the future?

If No:
What would say is the main reason you haven't sought external support or advice?

What workplace support services are you aware of?

ASK ALL:

What would be the best way for all support services to raise awareness of their services locally?

f. Moving forward and future needs

What are the health, safety and wellbeing priorities for your organisation that you would like to focus on in the next 12 months?

What support or services would help you address your health, safety and wellbeing priorities and how would you like to see this being delivered?

Probe to explore interest in any of the following areas of support:
Awareness sessions
Information pack
One-to-one tailored support
Range of resources and tools to help employers develop and implement workplace health, safety and wellbeing
Regular reviews to benchmark progress
Training
Ad-hoc visits

Were you aware that there is support available to organisations in Fife for workplace health, safety and wellbeing?

Do you think you would make use of any of these support services in the future?
Why do you say that?

Are there any other health, lifestyle or safety issues that you think would be important to receive support for?

Winding up (5 minutes)
Summarise key views expressed during discussion. Thank interviewee for their views and close

Appendix 2:

Survey Questionnaire

Final Questionnaire
Health, Safety and Wellbeing Needs

Opening Statement

"Good morning/afternoon, I am a market research interviewer with Axiom Consultancy, an independent market research agency. We are carrying out a survey on behalf of NHS Fife about health, safety and wellbeing needs of local businesses and wondered if you could spare about 10 minutes to answer some questions about your experience.

Your Company has been selected at random and your answers will be treated with the strictest confidentiality. "

SECTION 1: CURRENT PRACTICE

Q1   Does your organisation have access to any of the following?
        (Tick appropriate box)

HR support	Yes ☐	No ☐	
Occupational health adviser	Yes ☐	No ☐	
Health and Safety adviser	Yes ☐	No ☐	

Q2a Does your organisation have policies or practices which target workplace health, safety and wellbeing?   *(Interviewer, please tick appropriate box)*

Yes ☐   (*If yes, please go to Q2b*)   No ☐   (*If no, please go to Q2d)*

Q2b   If yes, which policies/practices do you currently have?

_____

_____

Q2c   How, if anything, has your organisation benefited from these policies/practices?

_____

_____

Q2d   If no, what might encourage you to introduce workplace health, safety and wellbeing policies?

_____

_____

Q3   In Scotland, workers are absent due to sickness on average 4.7 days per year. Would you say that, in the last year, the workers in your organisation have had: *(Interviewer, please tick appropriate box)*

      More sickness absence per worker than the average   ☐

      Less sickness absence per worker than the average   ☐

Q4   Would you say that the average amount of time the workers in your organisation have been absent due to sickness has?   *(Interviewer, please tick appropriate box)*

      Increased since last year   ☐

      Reduced since last year   ☐

      Remained about the same   ☐

Q5   On average, how many accidents or incidents does your organisation have in a 12 month period?

_____

_____

Q6   Would you say that the number of accidents or incidents has?   *(Interviewer, please tick appropriate box)*

      Increased since last year   ☐

      Reduced since last year   ☐

      Remained about the same   ☐

Q7   Has your organisation received external support with workplace health, safety and wellbeing? *(Interviewer, please tick appropriate box)*

      Yes   ☐   *If yes, please go to SECTION 2*

      No   ☐   *If no, please go to SECTION 3*

_____

SECTION 2: ORGANISATIONS WHO HAVE RECEIVED SUPPORT ON HEALTH, SAFETY AND WELLBEING

Q8   Where have you received this support from? *(Interviewer, please tick all that apply)*

NHS Fife Healthy Working Lives Team   ☐   *Please go to Q9a*

Internal team   ☐   *Please go to Q10a*

Other external support   ☐

If other external support, please specify _____   *Please go to*
Q11a

For organisations who received support from NHS Fife Healthy Working Lives Team

Q9a   What issues did you look for support for from the NHS Fife Healthy Working Lives Team?

_____

_____

Q9b   Has your organisation benefited from this help?   *(Interviewer, please tick appropriate box)*

Yes   ☐ *(If yes, please go to Q9c)*   No   ☐   *(If no, please go to Q9d)*

Q9c   If yes, in what way?

_____

_____

Q9d   If not, what was the reason for this?

_____

_____

_____

For organisations who received support from an internal team

Q10a What issues did you look for support for from the internal team?

_____

_____

Q10b Has your organisation benefited from this help?   *(Interviewer, please tick appropriate box)*

       Yes   ☐   *If yes, please go to Q10c*

       No   ☐   *If no, please go to Q10d*

Q10c If yes, in what way?

_____

_____

Q10d If not, what was the reason for this?

_____

_____

For organisations who received support from an external team

Q11a What issues did you look for support for from the external team?

_____

_____

Q11b Has your organisation benefited from this help?   *(Interviewer, please tick appropriate box)*

       Yes   ☐   *If yes, please go to Q11c*

       No   ☐   *If no, please go to Q11d*

Q11c If yes, in what way?

_____

_____

Q11d If not, what was the reason for this?

_____

_____

SECTION 3: FUTURE SUPPORT NEEDS

Q12   What issues might you look for help for your workforce?

_____

_____

Q13   Were you aware help was available to organisations on workplace health, safety and wellbeing?   *(Interviewer, please tick appropriate box)*

Yes   ☐   No   ☐

Q13b   Who were you aware of?

_____

_____

Q14a   Were you aware NHS Fife Healthy Working Lives team provides advice and support to organisations on workplace health, safety and wellbeing?   *(Interviewer, please tick appropriate box)*

Yes   ☐ (*If yes, please go to QXb)*   No   ☐   (*If no, please go to Q15)*

_____

Q15   Which of the following types of support might interest you?
       (Interviewer, please tick all that apply)

                      Awareness sessions   ☐
                      Information pack   ☐
                      One-to-one tailored support   ☐
                      Range of resources/tools to help employers
                      develop & implement workplace health,
                      safety and wellbeing   ☐
                      Regular reviews to benchmark progress   ☐
                      Training   ☐
                      Ad-hoc visits   ☐
                      Other   ☐
                      Please specify _____
                      Not interested   ☐

Q16   Do you think you would make use of any of the support services in the future?

              Yes   ☐   *If yes, please go to Q17a*

              No   ☐   *If no, please go to Q16b*

Q16b   If not, why not?

       _____

       _____

                                                              GO TO QX18

Q17a   Would you consider approaching NHS Fife Healthy Working Lives team for help on
       workplace health, safety and wellbeing?   *(Interviewer, please tick appropriate
       box)*

              Yes   ☐   *If no, please go to Q17b*

              No   ☐   *If no, please go to Q17b*

Q17a   If yes, what help might you be looking for?

       _____

       _____

Q17b   If not, why not?

       _____

       _____
_____

Q18 If NHS Fife were to make organisations aware of their workplace health, safety and wellbeing services, how would you like to be made aware? *(Interviewer, please tick all that apply)*

Email ☐ Please note email address _____

Postal ☐ Please note address _____

Link to website ☐

Other ☐ Please specify _____

PROFILING SECTION

Finally, I'd like to ask you some details about your organisation. The information you give us will be confidential but will allow us to see if there similarities and differences in views by organisation size and type.

A Could you tell me how many people your organisation employs?

_____

_____

B What is the nature of your business?

_____

_____

C Which of the following industries does your organisation operate in?
(Interviewer, please circle which applies)

Agriculture, forestry and fishing	1
Mining and quarrying	2
Manufacturing	3
Electricity, gas, steam and air conditioning supply	4
Water supply; sewerage, waste management and remediation activities	5
Construction	6
Wholesale and retail trade; repair of motor vehicles and motor cycles	7
Accommodation and food service activities	8
Transport and storage Information and communication	9
Financial and insurance activities	10
Real estate activities, Professional, scientific and technical activities., Administrative and	11
support service activities	12
Public administration and defence; compulsory social security	13
Education	14
Human health and social work activities	15
Arts, entertainment and recreation	16
Other service activities	17
Activities of households as employers; undifferentiated goods and services-producing activities of households for own use	18
Activities of extraterritorial organisations and bodies	19

CLOSE INTERVIEW BY READING OUT STATEMENT

Thank you very much for your help. Can I remind you that this was a bona fide market research interview conducted within the Market Research Society code of practice by Axiom Consultancy (Scotland) Ltd. If you would like to check that we are a bona fide market research agency then you can contact the Market Research Society on Freephone 0500 396999.

Job No			
Interviewer No			
Questionnaire No			
Edited by			
Coded by			

Declaration: I declare that this interview was carried out according to instructions, within the Market Research Society's code of conduct with the respondent named above who was not previously known to me.

Interviewer Signature _____   Date _____

Interviewer Name (PLEASE PRINT) _____

Appendix 3:

Sectoral Definitions

Sector	Type of organisation
Accommodation & Food,	Bed & Breakfast, Guest Houses Hotels Food service outlets and restaurants
Agriculture/Forestry/Fishing	Agricultural suppliers Agricultural engineers Farming
Arts/Recreation	Leisure centres Galleries Museums
Construction, Electricity/Gas/Steam supply and Water supply	All construction trades House builders Utility companies and sub contractors
Education	Colleges of Further Education Nurseries Universities
Finance and Insurance	Accountants Insurance Brokers Financial Advisers
Human Health & Social Work	GP practices Dentists Opticians
Manufacturing	Range of manufacturing companies
Real Estate/Professional/Technical	Estate Agents Consultancy Practices Engineering Consultants Legal firms
Wholesale & Retail	Retailers Wholesalers Garages
Other services	Hairdressers Membership organisations Beauticians