



**Fieldwork on the promotion of physical activity in
the workplace**

Final Report: Appendix

**Report to the National Institute for Health and
Clinical Excellence**

CL2027 I1 FCA

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Final Report: Appendix

Report to the National Institute for Health and Clinical Excellence

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1 APPENDIX A – WORKSHOP SUMMARIES

1.1 WORKSHOP ATTENDEES

The following list of organisations attended one of the four workshops and was happy to be acknowledged for their contributions within this report:

TSSA
Unite/ CPHVA
British Chiropractic Association
The Wales Centre for Health
The Sports Council for Wales
Ergonomics Society
The UK's National Cyclists Organisation
Cycling England
Unison
Local Government Employers
Faculty Occupational Medicine
Society of Occupational Medicine
Department for Work and Pensions
Creating Excellence
EEF the manufacturer's organisation
British Occupational Health Research Foundation (BOHRF)
Institution of Occupational Safety and Health
Health and Case Management Ltd
Chartered Institute of Personnel & Development
Health First (specialist NHS health promotion agency)
The Centre for Workplace Health
Patient UK (Comprehensive, free, up-to-date health information as provided by GPs to patients during consultations)
NHS London and Sport England London Region
Employee Advisory Resource
Department of Health
Ceridian (HR service providers)
AIG Medical & Rehabilitation (part of AIG Europe – insurance service provider)
Retail Motor Industry Federation

RehabWorks Limited
Central Council of Physical Recreation
Chartered Society of Physiotherapy
Southwark Chamber of Commerce
Ergonomics Society
PruHealth

1.2 WORKSHOP GROUP 1

Location: Greenstreet Berman Ltd. 10 Fitzroy Square, London.

Date: 04/12/2007

Time: 10am – 1pm

Delegates attending: 9 attendees

This summary shows a variety of opinions from the delegates. It does not necessarily represent the opinion of each delegate and does not attempt to quantify the level of agreement.

Session 1 – General review of the guidance

The session commenced with a general review of the four statements as a whole.

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The first question that was posed to the delegates was:

- How do you think the statements may impact business policy (regarding promotion of physical activity at work) and why? The responses were:

Explaining the costs and benefits to employers

- Business policy centres, around the objective to make money, therefore the cost benefits of having healthy employee's needs to be explained in greater detail to employers. Other benefits such as increased productivity also need to be explained.

Barriers to implementation of the statements

- Not all organisations would feel that they have the time for employees to take part in physical activity, for example, production lines and this could be a major barrier to the introduction of these statements;
- The issue of discrimination arose. For example, employees may be discriminated against if they did not take part in physical activity;
- Some employees may not be able to take part in physical activity due to health issues;

- Employees may also not wish to disclose certain health issues to their employer due to fear of discrimination;
- Health and safety policies may restrict the implementation of these statements. There is risk of injury caused by physical activity and possible liability issues;
- The success of the statements depends largely upon the way in which they are implemented. The statements appear to take a top down/ 'them and us' approach with the employers dictating to the employees. This could cause rejection from the employees as it could appear to be another encroachment on their personal lives. Human nature leads people to rebel against being imposed upon by others in powerful positions. There is also a danger that the employees could interpret this as just another way of management increasing productivity and not actually having an element of care for the employees. Therefore the implementation of these statements needs to come from the internal workforce such as employee groups. Management could take a multi dimensional approach by including physical activity with nutrition and other areas to emphasis their duty of care for the employees;
- In order to increase the success of these statements, there needs to be support sought from management. Otherwise employees may fear that they will be disciplined for taking part in physical activity as opposed to working;
- The statements may be difficult to implement in small businesses as they may not have an occupational health department, and therefore may be under resourced to conduct health promotion;
- The statements do not appear to be enough to ensure employees change their behaviour.

2) RELEVANCE TO ORGANISATIONS

The question posed to the delegates was:

- To what extent do you think the statements can be put in place by all types of organisations?
 - The statements do not appear to be relevant to some types of industry. For example, they would not be relevant to production lines. Many of these employees are stood up all day until they have a break and would not have the time to undergo physical activity during the working day;
 - Mixed opinions were given regarding the implementation of the statements for small organisations. For example, it may be difficult to implement the statements in small organisations due to them having a very large amount of legislation and the addition of the statements may cause more problems for them. However, it could be easier to implement the statements in a small organisation as there is a more personal environment and it would be easier to reach all employees. In contrast, large organisations have many more employees in different departments, making it more difficult to reach every single employee;

- The statements do not appear to relate to other schemes that may already exist within an organisation. For example, health trainers – these are people within the workforce who pass on information and advice to employees. This would give an employee a subsidiary role in providing health information;
- The employer may need to provide incentives for employees to seek out these health trainers in order to get advice. This would make the process a two-way process rather than a top down approach. The statements need to tie in with schemes such as this.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?
 - The theme of discrimination was very prominent. For example, those who do not understand the statements will feel excluded and discriminated against;
 - Also, ethnic minorities may feel discriminated against and language barriers could affect the impact of the statements.
- To what extent do you think the statements are applicable to all members of the UK workforce?
 - There are many issues surrounding pregnant workers as there are many health provisions associated with them. Employers may not be aware of their medical histories and therefore have to be very cautious when implementing the statements;
 - The statements may not be effective with many employees. The statements may only reach and be effective with those employees that are already fit and take part in physical activity. These employees are likely to take advantage of the statements and take on extra physical activity;
 - However, the statements are likely to be ineffective with those employees who are seen as unfit and do not take part in any physical activity;
 - One of the reasons why some employees may not be encouraged by the statements is due to social inclusion. For example, people may feel embarrassed engaging in exercise in front of work colleagues and do not want to associate personal lives with work lives;
 - There is also the issue of sports wear, as people would have to bring in a change of clothes and have the facilities to do so. Many female employees wear high heeled footwear for work, which would not be appropriate for walking long distances in and therefore would have to bring a change of footwear to work;
 - These are barriers that may prevent the statements having an effect on some employees;
 - If employees are motivated, these barriers can be broken down. However, the statements do not provide enough motivation to do so;

- Employees need to be made aware of the benefits of physical activity so that they understand the benefits of it. For example, one delegate mentioned that their organisation highlighted the time saved on a journey home using a bike compared to that in a car when stuck in a traffic jam. This then illustrated the benefits of cycling to work and encouraged employees to do so;
- However, it is apparent that schemes such as this could discriminate against disabled populations and those who live a long distance away from the workplace;
- The use of workplace champions within the workforce could also be used to motivate employees. Managers/directors also need to be seen to be taking part in physical activity to help to motivate staff;
- The statements could benefit from examples of existing intervention schemes to help and encourage employers to implement them.

4) DIFFERENTIAL IMPACT ON VARIOUS GROUPS

- How might the statements impact various groups of workers differently?
 - Employee's feelings must be taken into consideration when implementing the statements. For example, people deemed as unfit/obese may feel alienated if a scheme is implemented without caution;
 - There could be a danger of a group of employees developing to which they feel these statements do not apply. Therefore the scheme implemented has to include physical activity that is at a level which all employees can take part in and feel comfortable to do so. All employees need to be encouraged;
 - The statements seem to put a large burden on employers/managers to implement physical activity in the workplace. They need more support to help manage and approach vulnerable employees who can not take part in exercise.

5) IMPLEMENTING THE GUIDANCE

- How do you think employers can be encouraged to promote physical activity at work?
 - The statements need to be implemented differently when aimed at employers and employees. Employers need to be made aware of the benefits such as increased productivity and reduced absenteeism rates;
 - However, these benefits may not encourage employees to partake in physical activity, especially if they felt that employers were trying to gain something from this. They may perceive the employer as having a lack of care for their health and having a greater concern for the company's profit;
 - There would need to be effective monitoring systems in place as the schemes that are implemented must be sustainable and not just 'one-offs';
 - Incorporating tax breaks may encourage organisations to implement the guidance.

Session 2 – Group based assessment of each statement

This session split the delegates into two equally sized groups. Group 1 reviewed statements 1 and 3, and group 2 reviewed statements 2 and 4.

Statement 1 – Develop an organisation-wide policy or plan to encourage employees to be more physically active. This should:

- **Include multiple approaches**
- **Be based on staff consultation**
- **Link to other internal HR policies (for example, on alcohol and smoking or flexible working) and to national health policies**
- **Set organisational targets**
- **Be sustainable**

1) What would need to be done to make the statement work in your (or your clients') workplace?

One delegate suggested that a Physical Activity Questionnaire would help implement the statement. This would gain information on employees' preferences and level of fitness etc.

Different types of facilities would need to be provided to enable people to take part in physical activity. A 'taster month' could be provided to trial the facilities and a member of staff could run the classes. Staff consultations could be provided – one delegate discussed how these consultations found that staff wanted lunchtime exercise classes and health checks.

More information such as evidence needs to be provided to employers in order for them to make educated decisions on how to implement the statement, as well as aiding them in building physical activity into policies.

Senior management need to support the statement as they set the 'tone' of the organisation and hold major influence over company decisions. Not only do staff and employers need to 'buy into' the statement, but support is also needed from trade unions.

2) To what extent do you think that this statement would be effective in your (or your clients') workplace?

The statement needs to be inclusive of the entire workforce. At present it takes a 'top-down' approach and could be perceived by employees that it is being implemented just to improve profit and productivity. This may discourage employees taking part. Therefore, the statement needs to be holistic to avoid the 'us and them' approach and the implementation needs to come from a trade union or a staff association to make the statement more effective.

A policy may not be very effective as there is a risk of employees not following it. Policies are also often difficult to follow and this statement may be more effective if it is part of a healthy living policy, rather than a stand alone policy.

3) If this statement would not work, why not and what would work?

The statement's effectiveness would be increased if it was implemented within the workforce rather than coming from senior management. Employees are more likely to accept the statement if it is implemented through peers.

4) What are the barriers to and facilitators for applying this statement?

Barriers

- Time for employers and employees may be an issue to actually undergo physical activity. Staff's workload may prevent them from doing this.
- Employees may also reject the statement if it appears to benefit the employer.

Facilitators

- If the benefits to the environment by walking/cycling to work are made aware to the organisations, it may be more effective. Employees may be encouraged to take on 'green travel' to work if mileage is repaid to them.
- The statement could tie in with other policies such as those involving working at home. These could also include an element of physical activity.
- A personal approach is needed to ensure the effective implementation of the statement.

5) Can you think of any specific examples (case studies) of where this statement would work and would not work within workplaces?

Organisations that employ night shift workers would have difficulty implementing this statement, as would those organisations with few staff as they would probably take breaks individually. This would prevent any lunch time exercise classes groups taking place. This would also be the case with call centres as staff, tend to have set and staggered breaks.

It would be easier to implement the statement in structured workplaces. This is due to a good management workforce helping to implement the statement.

6) What would the implications be for health inequalities of implementing this statement?

If the statement was implemented it would encourage the already active staff but not necessarily encourage the inactive staff. This would increase the inequalities to a greater extent. Therefore a simple approach is needed to ensure that the inactive members of staff feel they can get involved at a level they feel comfortable with.

There is also danger that those staff members with disabilities would not be able to take part in any physical activity, causing a feeling of discrimination.

7) Are there any gaps in the statements that you feel need to be filled?

The statement needs to give practical examples and take a more inclusive approach towards employees, as well as employers.

It needs to be tied in with physical environment guidance.

Statement 2

Introduce and monitor an organisation-wide, multi-component programme to encourage employees to be physically active. This could be part of a broader programme to improve health. It could include:

- **Provision of a health check;**
- **Dissemination of information on how to be more physically active and the health benefits of such activity (this should be tailored to meet individual needs) along with written information about activities;**
- **Advice and support to help individuals plan how they are going to increase their levels of physical activity;**
- **Flexible working policies and incentive schemes to encourage employees to be physically active.**

Ensure employees are involved in planning and designing activities.

1) What would need to be done to make the statement work in your (or your clients') workplace?

This would be complex to implement. For example, health checks would need to be provided by a qualified professional and a follow on service would also need to be provided for individuals in the case of any identified issues that may arise. Therefore it may be useful to introduce a lifestyle check rather than a health check. This could be done through a questionnaire issued to all staff members.

It should not be the responsibility of the employer to disseminate information. There is a risk of the employer being blamed for any injury that an employee may suffer as a result of the advice that was provided to them. Information could be disseminated by an occupational health professional as they are covered by liability insurance, however, small organisations may not have an occupational health department.

Another issue regarding the dissemination of the information is that written information often does not get read. Therefore more guidance needs to be provided on how to provide access for employees to undertake physical activity.

2) To what extent do you think that this statement would be effective in your (or your clients') workplace?

The statement itself would not be very effective; however, if it is implemented in a certain way, it could have a positive effect. The correct and influential members of staff need to support the implementation. If incentives are given, they need to be long term and sustainable in order to avoid a rapid drop out rate. Some incentives can be discriminative, particularly regarding disabled employees. Therefore alternative incentives need to be provided.

3) If this statement would not work, why not and what would work?

In order for the statement to be effective the employees need to be asked their opinions and their desires in regards to what their organisation can provide for them in order to help them increase their level of physical activity. However, there is danger that only the active employees will respond to this and not all employees' opinions will be heard or acted on. In order to involve each individual employee, opinions may need to be gained anonymously rather than through general meetings.

The statement may not be effective if the employer does not have a full understanding of 'health' and would not be qualified to monitor employees' health. Therefore a third party would be needed to monitor people's health. The use of the term 'monitoring' can be intimidating, reducing the statement's effectiveness. An alternative to this term could be 'encourage'.

4) What are the barriers to and facilitators for applying this statement?

Barriers

- This statement may be difficult to implement as it will be very difficult to show the results and benefits of any physical activity interventions that employees partake in;
- It could result in discrimination of those employees with disabilities and even could result in age discrimination. In order to implement the statement effectively the employer would need good management skills to encourage their staff members.

Facilitators

- As public health and obesity is a very prominent issue in society at the moment, this could encourage the uptake of this statement;
- It would help if health was incorporated into the 'health and safety' environment within organisations.

5) Can you think of any specific examples (case studies) of where this statement would work and would not work within workplaces?

If a third party visited the organisation to demonstrate the benefits of physical activity to employees, good results can be found.

Providing bikes to employees as a staff incentive would also help to increase physical activity. If one member of staff takes up an incentive, it often encourages other employees to follow suit.

6) What would the implications be for health inequalities of implementing this statement?

This statement may result in increasing health inequalities, as only active people may take up the opportunity to increase physical activity, where as people who are inactive may not. People with health problems may also not wish to take part in physical activity and would not wish to disclose information about their health conditions to their employers.

The statement may not reach those employees with care responsibilities such as child care. For these employees, activities such as walking to work would not be an option. This could cause segmentation within the workforce.

7) Are there any gaps in the statements that you feel need to be filled?

The statement may benefit from covering a healthy lifestyle instead of just a physical activity programme. It would also need to cover all employees of varying levels of fitness and enhance the issue that it is not an employee owned programme and that the employees do have an element of control.

Statement 3

Put up signs at strategic points and distribute written information to encourage employees to use the stairs rather than taking a lift where possible. The signs could point out that climbing stairs burns calories, may be quicker than waiting for the lift and is a good form of exercise.

1) What would need to be done to make the statement work in your (or your clients') workplace?

This statement may largely depend on the awareness of the location of the stairs. Signs would need to be in place to indicate where the stairs are situated. However, even if signs were in place they may just get ignored. Signs would also need to be translated into different languages such as Welsh and Braille, which could also be used to direct those with sight difficulties.

Other options such as lifts could be made less desirable, such as lifts operating at a slower pace. This may help to discourage the use of the lifts.

2) To what extent do you think that this statement would be effective in your (or your clients') workplace?

In order to make the statement effective in the workplace employers would need to ensure that a positive outlook is placed on using the stairs. For example, employees would need to be provided with a reason to take the stairs and to be made aware of the benefits. Incentive schemes would also need to be introduced.

When providing employees with information, innovative ways of distributing it would need to be used. For example, this could be done using the intranet or 'pop-ups' on the employee's PCs.

3) If this statement would not work, why not and what would work?

Although this statement is simple and stairs are accessible to the employees, it may not be a sustainable statement. Employee's enthusiasm may reduce in the long term. Therefore, reminders such as electronic 'pop-ups' would have to be re-occurring.

4) What are the barriers to and facilitators for applying this statement?

Barriers

- This statement is in danger of discriminating against certain populations. For example, those who are disabled would not be able to use the stairs and therefore the statement would not be effective.

Facilitators

- One of the facilitators of this statement is the benefits that it provides the employees with. However, it must be ensured that staff, are made fully aware of these benefits;
- This statement would be straightforward to implement as it is within the workplace therefore, employees can do a form of physical activity without the embarrassment of exercising in front of work colleagues. The stairs would be inside the building and therefore avoid any weather constraints, and they are often accessible to the workforce.

5) Can you think of any specific examples (case studies) of where this statement would work and would not work within workplaces?

This statement may work in a situation where taking the stairs is emphasised as an accessible activity. However, this statement may not be effective in an organisation where there is very stringent health and safety policies, as employees may be discouraged from taking the stairs due to health and safety reasons.

6) What would the implications be for health inequalities of implementing this statement?

This statement would discriminate against those employees who are disabled and therefore would not be able to use the stairs. It may also discriminate against those people with health issues and would have difficulty using the stairs.

7) Are there any gaps in the statements that you feel need to be filled?

The statement needs to target sedentary workers and needs to state what can be done to help encourage the use of the stairs, such as signs to indicate the location of the stairs and the use of the intranet to set up reminders to all staff.

The statement avoids those people with health issues that would not have the ability to use the stairs. There are no alternatives provided for these employees.

The use of a champion scheme could be discussed. This would help to motivate the workforce.

Statement 4

Encourage employees to increase the distance they walk during the working day. For example, encourage them to walk part or all the way to and from work, provide information about walking routes and encourage them to set goals and monitor the distances they walk.

1) What would need to be done to make the statement work in your (or your clients') workplace?

Information would need to be provided to the employees. This would include the benefits of walking, as well as information on the areas and routes of how to get to work by foot.

Car parks could be charged for, in order to discourage the use of driving to work, and the benefits of saving money would have to be made aware to the employees.

2) To what extent do you think that this statement would be effective in your (or your clients') workplace?

This statement appeared to be one of the most effective out of all four statements. This is due to the fact that it is relatively simple and uses the word 'encourage'. This is a motivating factor to the workforce. It can also be facilitated by inviting third parties in to the work place to encourage walking. This would include rambling associations. However, walking is often not very popular and impractical for travelling to work. Therefore the use of cycling may be beneficial to include in the statement.

This statement may not be effective when referring to night or weekend staff.

3) If this statement would not work, why not and what would work?

The statement may be more effective if cycling was incorporated into it. Cycling would cover a greater range of people as they could travel a further distance. Organisations could work in partnership with local bike shops and offer discounted bikes to employees. Cycling lessons could be provided, as well as a buddying system. This would help overcome employees' worries about cycling and help to motivate them.

This may be difficult to implement in small organisations, however, these could join up with other small organisations to implement a scheme.

4) What are the barriers to and facilitators for applying this statement?

Barriers

- The effectiveness of this statement would largely depend on the time constraints of the workforce and weather conditions. Poor weather conditions may discourage people from walking outside;
- Clothing issues would also arise as many people would need to bring a change of clothes and suitable walking footwear in order to feel comfortable. This may discourage people from walking especially if changing facilities were not provided.

Facilitators

- If employees were made aware of the availability of walking routes and reflective clothing for their safety this could encourage them to uptake this statement.

5) Can you think of any specific examples (case studies) of where this statement would work and would not work within workplaces?

This statement would be effective in situations where incentive schemes are in place. For example, a bike week has taken place where a free breakfast was offered to each employee who cycled to work.

Provision of active transport routes would increase the effectiveness of the statement, as well as support from employers. For example, employees could be allowed to arrive at work later if they walked.

6) What would the implications be for health inequalities of implementing this statement?

The statement may not reach those workers with disabilities and care responsibilities such as childcare. These people rely on the use of a car or public transport to get to work.

The issue of safety would also limit the effectiveness, as many employees would not wish to walk home from work in the dark. This would especially apply to female employees.

7) Are there any gaps in the statements that you feel need to be filled?

The statement suffers largely from the issue that cycling is not included.

Employee encouragement also needs to be included, such as the use of physical activity champions within the work force.

1.3 WORKSHOP GROUP 2

Location: Greenstreet Berman Ltd. 10 Fitzroy Square, London.

Date: 04/12/2007

Time: 2 – 5pm

Delegates attending: 10 attendees

This summary shows a variety of opinions from the delegates. It does not necessarily represent the opinion of each delegate and does not attempt to quantify the level of agreement.

Session 1 – General review of the guidance

The session commenced with a general review of the four statements as a whole.

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The first question that was posed to the delegates was:

- How do you think the statements may impact business policy (regarding promotion of physical activity at work) and why? The responses were:
 - Employers need to be briefed on why physical activity is good for their business;

- Extra investment may be needed to implement the statements e.g. staff will be needed to run promotion campaigns and therefore employers may need extra expenditure to cover this;
- Delegates felt that you should not expect employers to take on exercise responsibility, and because of this the tone of the statements is very important. The relationship between the employers and the Local Authorities is crucial. Local Authorities are looking into increasing physical activity;
- These recommendations need to be integrated with other strategies e.g. obesity, workplace wellbeing policy to make them more effective. Work environments needs to be able to accommodate physical activity;
- A number of delegates felt that both small businesses and large organisations would not have a separate policy for the physical activity provision of their workforce, they would be integrated into other policies. However, one delegate felt that small businesses have a closer community and would be more likely to tackle this guidance with a united approach;
- It is important to get the activity message across to the ageing population, as a growing population of the workforce is now older;
- Delegates stated they felt that employers needed to know why they should implement this guidance, what the benefits to them would be and what the benefits to their employees would be. Need to consider the presentation of this recommendation as employers are not used to utilising NICE guidance in practice;
- NICE have a greater impact on larger organisations and organisations that have health professionals. Guidance for occupational health professionals would be more effective if they were separate from that for employers and targeted towards health professionals. NICE needs to have guidance specifically for how health specialists can communicate with organisations and employers;
- Delegates felt that this policy needed to be integrated with other policies, such as the physical activity and the environment policy in order to make it work. They felt that it was difficult to consider just these statements on their own. Delegates felt that it was likely there would be a lot of work on promoting physical activity, however little attention would be given to the sustainability of the interventions.

2) RELEVANCE TO ORGANISATIONS

The question posed to the delegates was:

- To what extent do you think the statements can be put in place by all types of organisations?
 - Delegates stated that they felt it depended on the size of the organisation whether the guidance could be put in place. Larger organisations were more likely to have the capacity to put the recommendations in place, but a large multi-sited organisation would also find it harder to introduce an organisation wide policy equally across all sites.

Potential barriers to some types of organisation adopting the statements could be:

- Difficult to engage with people who work from home. However it may be easier for those to take part in physical activity as they have the opportunity to use their lunchtime break and do not have the concern of returning to the office after physical activity;
- Flexible hours could help employees to partake in more physical activity;
- Even if employers implement the statements it does not mean that the employees will participate in physical activity. You cannot force people to do things. It is important here to let the employees know the benefits of physical activity too;
- If employees were in a positive work environment they would be more likely to get involved with physical activity.

3) INCLUSION OF THE COMPLETE WORKFORCE

- Are the statements applicable to the complete workforce?
 - Consequences for the disabled who, for example may not be able to walk up the stairs;
 - Obese people could be put off using the stairs as it makes them breathless, hot and sweaty;
 - There may also be equality issues due to ethnic differences, which may indirectly discriminate. For example rules about dress in some religions may make it difficult for them to participate in sport.
- How are the statements applicable to all types of employees?
 - Production lines, cannot take people off production during the day so they have to do physical activity before or after their shift;
 - Industry has changed and there does not tend to be sports or social clubs anymore. Small organisations may have the opportunity to join up with other organisations (for example, on a business park). However, time and investment needs to be put into this in order to gain facilities;
 - When the statements are implemented the most beneficial approach would be to come from an employee based approach, rather than the statement being imposed on employees by senior management;
 - Delegates recited some incentive schemes to encourage employees to partake in physical activity, including football leagues where management put up prize/cups, pay for kits. However, competitive sports do not tend to encourage unfit people to take part. The guidance needs to cover all levels of fitness in employees and therefore include a range of activities.

4) DIFFERENTIAL IMPACT ON VARIOUS GROUPS

- How might the statements impact different workers?

- The content of the guidance has to be something that works for everyone. For example including running and speed walking so that it will encourage less fit people too. If the form of physical activity was something that each individual felt comfortable with they would be more likely to partake.

5) IMPLEMENTING THE GUIDANCE

- How might employers be encouraged to promote physical activity at work?
 - Individual employees will not respond to statements on paper, but will respond to how the employer reacts and how they attempt to implement the statements. It is very important that there is “buy in” from both the employer and employee. There are certain things that a good employer can do to assist employees to partake in physical activity at work; however this is dependent on the fact that the employer is a “good” employer. Many of the initiatives employers can do to encourage physical exercise are all part of being a good employer. For example, providing an environment which encourages a healthy work/life balance, discouraging excessive working hours, encouraging staff to take proper lunch breaks, family friendly flexible working hours, which in turn allows people sufficient time to engage in forms of physical exercise;
 - The statements come across as very narrow, there needs to be a different starting point. These statements represent only a small part of many different initiatives that can be used to improve health;
 - Case studies need to be used and proven results are given to employers to encourage them to implement the statements. They need to be given a reason why they should implement the statements;
 - The statements need to take into account provisions for service providers such as personal trainers, gym instructors, department of health and NHS health trainers;
 - The statements need to highlight the economic benefits to employers to encourage them to implement the guidance. Employers are not experts on health promotion and therefore need to know how to best implement these statements;
 - The statements need to make clear the terms that are used and clarify the terminology.

Session 2 – Group based assessment of each statement

This session split the delegates into two equally sized groups. Group 1 reviewed statements 1 and 3, and group 2 reviewed statements 2 and 4.

Statement 1 – Develop an organisation-wide policy or plan to encourage employees to be more physically active. This should:

- **Include multiple approaches**
- **Be based on staff consultation**

- **Link to other internal HR policies (for example, on alcohol and smoking or flexible working) and to national health policies**
- **Set organisational targets**
- **Be sustainable**

1) What would need to be done to make the statement work in your (or your clients') workplace?

The delegates were not clear on the meaning of 'multiple approaches' in this statement and felt that this needed to be clarified. The delegates also were not sure how the employer would know what an organisational target should be. Delegates questioned how fitness would be measured to know whether the intervention had made a difference. One delegate suggested that survey work could be used.

Delegates felt that a business case needed to be made for this statement, backed by evidence as to why it should be implemented. They felt that the statement needed to be integrated with other policies in order to make it work. They felt that this statement needed to reflect why employers should implement it, without this they felt it was not very useful.

Delegates felt that government incentives such as tax incentives would help to encourage employers to engage and buy into this statement.

They suggested that it could also link to non health initiatives for example, the company green policy and green transport policy to give alternative incentives.

2) To what extent do you think that this statement would be effective in your (or your clients') workplace?

Delegates felt that it would be more effective if it was incorporated into a wellbeing policy. Integrate into policies to help encourage work-life balance or as part of a wellbeing policy.

Delegates discussed how the success of the statement was in the control of the employer so it depends on how good the employer is. If employees have a good employer they are more likely to make these lifestyle changes. They felt that the policy needs to be flexible.

3) If this statement would not work, why not and what would work?

Delegates felt that this statement needed to be clearer on the business case and the benefits to the employer's. There should be evidence of this to improve employee motivation.

The statements would be more robust if it was clearer on the employee's benefits and evidence was provided, as to the extent that their fitness would improve.

It was felt that the involvement of trade union representatives where they are present would be beneficial. Using role models (other employees within the company) to influence peoples behaviours and persuade them of the benefits of physical activity.

4) What are the barriers to and facilitators for applying this statement?

One of the main facilitators identified was whether the statement would fit into the business model. Evidence to support physical activity reducing absenteeism would encourage employers to apply this statement. However, the delegates were sceptical as to whether this evidence existed.

Employers may be concerned about their health and safety liability if an employee has an accident whilst partaking in an employer organised activity. Guidance on how to manage risks sensibly should be provided to ensure this is not a barrier.

There may also be concerns that there will be an increase in accidents. Physical activities should suit a range of physical abilities. Employers may need to be careful of encouraging employees who have not exercised since leaving school to partake in high impact activities such as football.

5) Can you think of any specific examples (case studies) of where this statement would work and would not work within workplaces?

Delegates felt that although some call centres have had a bad reputation for the treatment of their staff, that this statement could be a huge incentive for them to apply it. In a call centre where there is a huge staff turnover (approximately 50%), introducing measures to improve wellbeing (such as statement 1) could reduce the turnover of employee's and make it worthwhile for employers to implement. The statements would need tailoring to the specific work environment.

Delegates mentioned companies such as Astra Zeneca, who had used pedometers as an initial motivator to get people more active. As well as, cycle to work strategies such as the Bike 4 work implemented by the NHS.

Delegates mentioned a company where its workforce were largely working in sedentary jobs. The company shared with employees the number of people who had died from a heart attack, with the idea that this would be an initial motivator for employee's to become more physically active.

6) What would the implications be for health inequalities of implementing this statement?

Delegates felt that one major issue for this statement is whether it is inclusive of disabled people. Delegates also felt that this statement may help to encourage those that already exercise to exercise more but do little to motivate those who do not engage in physical activities, and therefore increase the activity gap.

7) Are there any gaps in the statements that you feel need to be filled?

Delegates felt that this statement does not reflect how businesses implement their policies and that employers need this information for successful implementation. Delegates also felt that there was no clear evidence to back up this statement and that clear evidence would make the statement more robust. Delegates felt this statement needs to be expanded upon. They felt that active transport to work should be included in the bullet points.

Statement 2 – Introduce and monitor an organisation-wide, multi-component programme to encourage employees to be physically active. This could be part of a broader programme to improve health. It could include:

- **Provision of a health check;**
- **Dissemination of information on how to be more physically active and the health benefits of such activity (this should be tailored to meet individual needs) along with written information about activities;**
- **Advice and support to help individuals plan how they are going to increase their levels of physical activity;**
- **Flexible working policies and incentive schemes to encourage employees to be physically active.**

Ensure employees are involved in planning and designing activities.

1) What would need to be done to make the statement work in your (or your clients') workplace?

Delegates felt that there needed to be more detail for this statement. Employers would not necessarily know what a health check is. Perhaps including details on where people can find information on health checks could be helpful too.

Delegates stated that some examples of how other organisations within their industry had implemented the guidance could be useful to see how employers could apply it in their organisation. Delegates felt that employers need to know why they should apply this guidance.

Delegates were sceptical as to how effective leaflets would be at disseminating information. More imaginative ways of disseminating information could be used such as screen pop-ups.

Employers need to have the knowledge and provision to be able to back up any of the parts of this statement. For example, if a health check showed an illness, employers may need additional support to take the next steps which were in the best interest of the employee. Delegates felt that there needed to be some level of assurance that organisations have suitably qualified staff to provide individuals with health information.

Other concerns about the health checks are confidentiality and whether this intervention would be supported by GPs. Also someone who lives an unhealthy lifestyle may still come out as "healthy" in a health check and so will not be motivated to improve their lifestyle.

Delegates felt that this statement needed to be better tailored for employers. Suggestions included incorporating this into a staff appraisal.

Tax breaks for employers could encourage them to implement this statement.

2) To what extent do you think that this statement would be effective in your (or your clients') workplace?

Generally delegates did not feel that this statement would be very effective. They felt that it was too easy for employers to get out of it and it would require too much work. Employers need more information, such as step by step instructions on how to introduce physical activity.

This statement strongly relies on how it is implemented. Its success will be heavily dependent on the culture of the business (for example, an administrative organisation would welcome a policy but a small organisation would not).

Delegates felt that this statement could work in an organisation that understands what a workplace physical activity policy is. However, across many workplaces it is not the policy that makes a difference but it is the activities that are implemented as a result. Delegates felt that this could happen without a policy.

3) If this statement would not work, why not and what would work?

This statement may not work if the financial department within the organisation felt that they could not or did not want to be able to afford this statement or the statements as a whole.

Delegates felt that employers may feel that health checks are saving money for the NHS, and should therefore get something back in return such as tax breaks. BUPA could be brought in to perform health checks and also use personal trainers and local gyms to bridge the gap between organisations and local gyms and leisure centres.

Delegates felt that extra advice, guidance and evidence of what does work needs to be included. They also felt it was important that senior management at the top of the organisation got involved.

4) What are the barriers to and facilitators for applying this statement?

Facilitators

- Delegates felt that one of the most influential facilitators for this statement would be financial gain. If employers felt that they would gain an increase in productivity and a reduction in absenteeism delegates felt that employers would be motivated to implement the guidance.
- Delegates felt that schemes such as discounted bikes and other incentive schemes could help make this statement more successful. They felt that incentives needed to be transferable, so that if an employee has moved jobs they would not lose out on benefits. Tax incentives for both employers and employees could help to encourage uptake of this statement. A Health and Safety executive ruling could help to enforce the change and ensuring that qualified health trainers are available in the workplace would help employers to implement it.

Barriers

- The main barriers that delegates described for this statement included time and money for employers, willingness of employee's to engage, the climate within the organisation, the working culture within the organisation (e.g. dress code) and commuting to and from work. Lack of facilities on or near the site would also be a barrier (e.g. shower facilities, places to walk or do exercise).

5) Can you think of any specific examples (case studies) of where this statement would work and would not work within workplaces?

No specific examples given.

6) What would the implications be for health inequalities of implementing this statement?

Need to have separate guidance written for health professionals and for employers. Employers may not know what health inequalities are.

Delegates felt that this statement could have a negative impact on health inequalities. They felt that it was more likely to have an impact on those who are already active and would therefore increase the gap between the active and inactive employees.

Delegates felt that it could have a different implication dependent on whether the employee is able to come into work later or use flexitime.

Delegates also felt that there was a link here to mental health. The more physically active and healthy employees are the more resilient and able to deal with stress at work. There were four main issues identified, these included:

- Psychosocial aspects;
- Smoking;
- Drinking;
- Coping at work.

7) Are there any gaps in the statements that you feel need to be filled?

There are hundreds of other physical activity interventions that could be suggested, and it would be useful for employers to know where they can be sourced. Physical activity should not be viewed in isolation, it is much more effective as part of a wider wellbeing policy. Also need to make clear does not have to be a high impact, organised sport. This could be something very simple like encouraging walking during lunch breaks.

Organisations need to be suitably qualified (e.g. have the correctly qualified staff to provide advice and health checks). There needs to be a standardised level of information that people who perform health checks are required to know. Organisations need information about the qualifications of competent physical activity trainers.

There is no mention in this statement of cycling and delegates felt provisions such as flexitime, mileage allowance (greater for green travellers) and an active travel for the workplace could improve activity levels. Other suggestions included relocation packages to encourage people to live closer to work and so that they had the option to walk or cycle. Delegates felt that there was robust evidence that cycling or walking to work would have a greater affect than climbing stairs.

Statements 3 – Put up signs at strategic points and distribute written information to encourage employees to use the stairs rather than taking a lift where possible. The signs could point out that climbing stairs burns calories, may be quicker than waiting for the lift and is a good form of exercise.

1) What would need to be done to make the statement work in your (or your clients') workplace?

Delegates felt that this statement contrasted significantly to the first two statements as it was very narrow and focused in contrast to the broader statements 1 and 2.

Delegates felt that in order to make this statement work in the workplace they would need to ensure that the signs were multi cultural and so were inclusive of all in the workforce. They felt that a method for incentivising the stairs and disincentivising the lifts need to be developed so that employees would begin to favour the stairs. This could begin to change people's behaviour not only at work but also out of work.

Delegates felt that to help introduce this statement, making people aware of wider issues that this statement would affect, such as reducing the carbon footprint could help.

However, delegates expressed that they felt this statement had a narrow approach and its inclusion was a reflection on the ease of performing research on stair climbing and not on the merits of this type of intervention.

2) To what extent do you think that this statement would be effective in your (or your clients') workplace?

Delegates felt that it would be quite naïve to assume that this statement would achieve much. They also stated that in statement 1, it was described that any interventions needed to be sustainable; however, the delegates were surprised that this statement could be sustainable.

Delegates felt that this statement alone would have little effect in their workplace. They felt that other ideas could be incorporated into the statement, such as walking meetings and walking between meetings.

3) If this statement would not work, why not and what would work?

Delegates felt that this statement seemed very "old fashioned" and this could discourage employees from adhering to it. There are some companies, such as DuPont and Shell that have been known to be concerned over the Health and Safety precautions of their employees using the stairs. Their main concern was that employees were careful to use the handrail whilst using the stairs to avoid slips, trips and falls.

They felt in a larger organisation a ban on internal emails would force employees to leave their desks more often and move around the office.

4) What are the barriers to and facilitators for applying this statement?

Barriers

- Delegates felt that the main barriers to applying this statement would be if there were no stairs in the office, too few stairs (e.g. less than one flight) and too many stairs (e.g. twelve floors). If there were no stairs the statement would be futile, if there were too few stairs the statement would be ineffective and if there were too many stairs employees may be put off climbing them, as they would not want to turn up to a meeting out of breath and sweating. Delegates also felt that the benefit of this statement would be dependent on the speed at which delegates climbed the stairs. If they were to climb at a slow speed then they would be unlikely to experience the benefits of it.

Facilitators

- Delegates felt that the main facilitators for this statement would be that they could save money and be more energy efficient which would tie in to any green policy. Suggestions including employers introducing a stair climb challenge to encourage their employees to use the stairs.

5) Can you think of any specific examples (case studies) of where this statement would work and would not work within workplaces?

This statement would not work in a workplace where there were no stairs, examples of this could include retail outlets, restaurants etc.

6) What would the implications be for health inequalities of implementing this statement?

This statement is not inclusive of the whole working population and excludes disabled people or people with mobility problems. It also excludes employees in professions, such as porters and cleaners who are forced to use the lifts to mobilise their equipment. If they were to attempt to use the stairs whilst at work this could invoke health and safety issues.

Delegates felt that if employees were already physically active they were more likely to take up this statement than those that were not physically active and therefore the health gap would increase.

7) Are there any gaps in the statements that you feel need to be filled?

Delegates felt that this statement should not be a statement on its own, but should be presented as one of a range of options for increasing physical activity.

They felt that active travel was not mentioned anywhere in the statements and that this was an important issue that should be included. Development of an active travel plan needs to be mentioned.

Statement 4 – Encourage employees to increase the distance they walk during the working day. For example, encourage them to walk part or all the way to and from work, provide information about walking routes and encourage them to set goals and monitor the distances they walk.

1) What would need to be done to make the statement work in your (or your clients') workplace?

Delegates felt that a work place travel plan needed to be developed with this statement as this would help it be more successful in the workplace. Instructions and directions for walking to meetings rather than giving transport direction. Engaging with local planners could be suggested to ensure that the routes to work were safe. Also information on how to encourage staff to walk and more information on how to set goals and funding for pedometers needs to be provided.

Delegates felt that linking the benefits to environmental benefits could help to encourage both employers and employees to implement this statement. The benefits need to be highlighted clearly, such as giving the cost benefit, providing an estimate in the reduction in the use of petrol and the effects of this and the effect on the organisations carbon footprint.

Delegates felt that there needed to be more examples given with this statement. Also they felt that ideas need to be given to encourage people to walk more and to make it clear how to encourage people to walk more.

They were surprised that active travel was not mentioned with this statement and felt that opening the statement to other forms of active travel could help to include more employees.

2) To what extent do you think that this statement would be effective in your (or your clients') workplace?

The effectiveness of this statement would be dependent on people's knowledge of the area and where to walk and how to get to work. Information on routes to work and how to get around needs to be disseminated to employee's (e.g. urbanwalks.com, www.walkit.com).

This statement would need to be supported by additional information on how to walk to work in induction packs. Within this statement the promotion of lunchtime walking could be another option.

Delegates felt that linking this statement to green issues could help its impact in the workplace.

Considerations such as the dress code within the workplace would need to be considered in order to allow employees to partake in this statement.

3) If this statement would not work, why not and what would work?

Delegates felt that this statement may not work due to the following reasons, these included:

- Lack of knowledge of the local area;
- Lack of employer led support;
- The perception by many people that walking is a slower form of travel. In certain locations (e.g. London) this is not the case;
- Employees and employers need to be persuaded that walking is a "stress buster", especially in preparation for a meeting.

Delegates felt that the following could help make this statement work:

- Providing information on the local area and providing alternative travel options.

4) What are the barriers to and facilitators for applying this statement?

Barriers

- Delegates felt that the main barriers to applying this statement were:
 - Time taken to apply and partake in activities for this statement;
 - Unfavourable weather conditions and seasonal changes in weather conditions (e.g. dark winter evenings);
 - Employee dress code (including ethnic dress code);
 - Knowledge of the local area;
 - Safety of employees;
 - Lack of suitable walking routes (e.g. may be based on busy roads).

Facilitators

- Delegates felt that the main facilitators for applying this statement were:
 - Including a tax free bike scheme;
 - Increase mileage expenses for green travel;
 - Link statement to charity events;
 - Give employees a reason to walk (e.g. history tour, nature walk, save time walking);
 - Tax incentives for walking;
 - Local authority providing walking guides, safe walking routes, parks.

5) Can you think of any specific examples (case studies) of where this statement would work and would not work within workplaces?

Delegates mentioned that if a company's office was sited on a really busy road this could have an effect on people wanting to walk. Alternatively another company's offices may be sited near a country park where shooting takes place and this could discourage them from using it for walking.

6) What would the implications be for health inequalities of implementing this statement?

Delegates felt that a number of employees could be excluded from this statement. These included occupations where the carrying of equipment was required and employees that suffered from mobility problems or disability.

Delegates also felt that fit people were more likely to want to walk to work and therefore the health gap could be increased.

7) Are there any gaps in the statements that you feel need to be filled?

Delegates felt that other forms of active travel had been excluded from the statements, and they were unclear as to why just walking had been focused on when there are many other forms of active travel.

Delegates felt that a forum for sharing ideas which link back to organisations that have also implemented schemes was important to help allow employers to be aware of what has already been proven to work in other work places.

1.4 WORKSHOP GROUP 3

Location: Greenstreet Berman Ltd. 10 Fitzroy Square, London.

Date: 13/12/2007

Time: 10am – 1pm

Delegates attending: 10 attendees

This summary shows a variety of opinions from the delegates. It does not necessarily represent the opinion of each delegate and does not attempt to quantify the level of agreement.

Session 1 – General review of the guidance

The session commenced with a general review of the four statements as a whole.

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The first question that was posed to the delegates was:

- How do you think the statements may impact business policy (regarding promotion of physical activity at work) and why? The responses were:

Training

- In order to implement the statements individuals within the organisation will need to be trained. Organisations are not just going to change because of the statements; the benefits of the statements need to be highlighted.
- Many aspects such as training, leadership and roles responsible for implementing and sustaining employees physical activity levels need to be incorporated into long term policies.

Incentives and facilities

- There may need to be a grant or support available to employers to encourage the implementation of the statements.
- Extra breaks could be given to those employees participating in physical exercise.

- Facilities such as showers and lockers would be needed to encourage employees to engage in exercise. In order to install such facilities building managers would need to be consulted. This could result in more time and expense for employers.
- In order to encourage employees, senior level staff, need to appear to be supporting the statements. For example, they need to be seen to be taking breaks in order to complete some physical activity and arrange opportunities to increase the activity levels of their employees such as not allowing meetings to occur over the lunch period and implementing flexible working.

Clarity of the statements

- It is not clear as to what level the statements are going to be brought in at and who would be the person to implement them. It is also not mentioned how these statements would be piloted. This will need to be expanded on in order to draw up a policy within an organisation.
- The statements alone are not enough to increase employees' level of physical activity. The ethos at work needs to be changed in order to encourage employees to move away from their desks.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think the statements can be put in place by all types of organisations?
 - It would be very difficult to implement the statements in NHS workplaces, such as hospitals and GP clinics. This is due to many of the employees working on the wards and work taking the main priority, leaving very little time for breaks and opportunities to carry out exercise. Therefore, incentive schemes will need to be adapted to this situation. For example, employees could be provided with gym memberships in order to provide the opportunity to carry out physical activity outside of work.
 - Mixed opinions were provided regarding small organisations. For example, they would have difficulty implementing the statements due to the lack of time and resources. However, as small organisations have fewer employees, encouraging those employees may be easier especially if the managing director is involved and is seen to be supporting the statements.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?
 - Employees need to be informed of the benefits of physical activity. For example, how it has a beneficial effect at the workplace and also within the family home. Adding a personal value to it will motivate people to a greater extent.
 - One of the major motivators to accepting the statements is the great benefit a small amount of physical activity can have on mobility in later life. Therefore if the statements are marketed in this way, employees are more likely to adhere to them due to their desire to keep their independence and dignity throughout their lives.
- To what extent do you think the statements are applicable to all members of the UK workforce?

- In order for the statements to reach the entire workforce information that is applicable to all groups should be available. For example, non-verbal communication such as pictorial posters can be placed within the workplace for those employees that do not speak English. At present, public sector workplaces are efficient in carrying this out; however, this is not so efficiently carried out in the private sector.
- Some employees are not fully aware of what physical activity is. Many perceive it to be high energy exercise and do not perceive that exercises, such as walking up the stairs can be taken as beneficial physical activity. Therefore, there needs to be a very clear explanation of what is included in the statements and what physical activity is defined as.

4) DIFFERENTIAL IMPACT ON VARIOUS GROUPS

- How might the statements impact various groups of workers differently?
 - Those employees who work from home would have more opportunities to carry out physical activity during the day. Not only would they have a greater amount of time available but their daily activities could involve a greater level of physical activity. For example, they may have to walk to a post box, and would not just sit at a desk all day; they may also have responsibilities, such as walking the dog.
 - The statements would need to include information on how people of differing levels of fitness could participate in physical activity. It needs to be ensured that the statements do not just apply to cardio-vascular activities but also include a more gentle approach, such as Yoga or Pilates.
 - At present the statements appear to be a 'big step' and should take a more gentle approach. NICE need to look at what employers are already doing and build on that, as opposed to bringing in new approaches.

5) IMPLEMENTING THE GUIDANCE

- How do you think employers can be encouraged to promote physical activity at work?
 - There is a need to express how physical activity is beneficial for employers and employees, such as reduced sickness and absence rates.
 - Employers will need additional support such as training, high levels of leadership, pump primes (a Government action taken to stimulate the economy) and someone within the organisation that would be dedicated to implementing, as well as sustaining the statements.
 - The use of partnerships may encourage employers to implement the statements, especially for smaller organisations that are under-resourced to provide incentive schemes. The statements need to show employers how to work with other organisations with a level of expertise or charisma in order to develop incentives. This could be done through the use of a handbook that includes policy guidance, useful contacts and case studies of how other organisations have successfully implemented them, as well as 'shock' stories of the detrimental effects of not undergoing physical activity in the workplace.

Session 2 – Group based assessment of each statement

This session split the delegates into two equally sized groups. Group 1 reviewed statements 1 and 3, and group 2 reviewed statements 2 and 4.

Statement 1 – Develop an organisation-wide policy or plan to encourage employees to be more physically active. This should:

- **Include multiple approaches**
- **Be based on staff consultation**
- **Link to other internal HR policies (for example, on alcohol and smoking or flexible working) and to national health policies**
- **Set organisational targets**
- **Be sustainable**

1) What would need to be done to make the statement work in your (or your clients') workplace?

Employers would need to work with Human Resources in order to implement this statement. Active promotion and advertising would need to take place to indicate where the stairs are and lifts could be taken out of operation.

The financial benefits would need to be demonstrated to the employer, in order to encourage them to implement the statement.

The statement needs to ensure that it pleases the employer, as well as the employee and employers would need to understand the needs and desires of their workforce.

2) To what extent do you think that this statement would be effective in your (or your clients') workplace?

A policy would not necessarily change the way in which an organisation would operate. A piece of paper is easily ignored and therefore the policy would need to be attached to something.

3) If this statement would not work, why not and what would work?

The organisation would need to invest in the people they have in the workplace. Employees could take on the job role of a Workplace Champion, in order to bring in physical activity to the workplace. They could be educated on health and exercise and motivate their fellow staff members to take part in physical activity. The cost of this person could be covered by the increased productivity of the workforce that physical activity can produce.

4) What are the barriers to and facilitators for applying this statement?

Barriers

- The expense of implementing the statement is a great barrier; therefore inexpensive ways of implementing them need to be demonstrated.
- The general willingness of the employees will effect the implementation. Therefore, organisations could provide workplace champions to increase motivation of the workforce. In order to overcome any rejection from the employees, it is very important for employers to provide them with the reasons why a policy is in place.

Facilitators

- If the employees enjoy working for their organisation and there is an essence of comradery, they will be encouraged to follow the policy and undergo physical activity.

5) Can you think of any specific examples (case studies) of where this statement would work and would not work within workplaces?

This statement may effectively reach employees in sedentary roles, such as office workers. They could be given instructions on how to carry out stretching exercises throughout the day. One delegate from Health First provided the example of how they have downloaded a pc screen pop-up that advises employees to move away from their desk and carry out stretching exercises. This occurs throughout the day at different time intervals and has proven to be a successful method.

However, there are some organisations that are unable to carry out exercises, such as these due to the nature of the work. For example, employees in call centres would not be able to leave their desk and stop working as they would have calls to attend. Therefore, morning and afternoon breaks, as well as lunch breaks need to be provided to allow for opportunities to be physically active.

It was also discussed how even if employees are provided with the facilities to carry out physical activity, they do not necessarily use them. For example, one delegate from Health First mentioned a company called Enjoywork.com provided a business park with many activity facilities, such as tai chi and salsa classes and a health club. However, the employees did not use these.

6) What would the implications be for health inequalities of implementing this statement?

The statement may not reach those employees that do not speak English due to the language barriers. The policy would also need to be culturally sensitive. For example, female only exercise classes would need to be provided.

There is danger that socio-economic status would play a role in the effectiveness of the statement. For example, those employees in highly skilled roles may have more knowledge regarding health and physical activity and access to facilities. However, those of a lower socio-economic status are more likely to be in jobs that are unable to offer physical activity in the workplace e.g. factory workers.

Options for those employees who are less mobile and have long-term health conditions would need to be provided. There may also be issues surrounding age discrimination. This may be overcome by the addition of other issues such as nutrition and stress reduction. There should be a balance between a health body and a healthy mind, and should not just focus on physical activity.

7) Are there any gaps in the statements that you feel need to be filled?

The delegates did not mention any gaps that need to be filled.

Statement 2

Introduce and monitor an organisation-wide, multi-component programme to encourage employees to be physically active. This could be part of a broader programme to improve health. It could include:

- **Provision of a health check;**
- **Dissemination of information on how to be more physically active and the health benefits of such activity (this should be tailored to meet individual needs) along with written information about activities;**
- **Advice and support to help individuals plan how they are going to increase their levels of physical activity;**
- **Flexible working policies and incentive schemes to encourage employees to be physically active.**

Ensure employees are involved in planning and designing activities.

1) What would need to be done to make the statement work in your (or your clients') workplace?

More useful information needs to be provided to enable effective implementation. Examples of what a health check comprises of and how to carry it out would need to be provided.

A flexible working policy would also need to be put in place. For example, employees could be provided with an extra 30 minutes on top of their allocated lunch break time in order to carry out exercise. Without a large investment in time from the organisation, this statement may not be possible to implement.

The benefits to physical activity would need to be presented to the employers and employees. Also, advice would need to be provided as to how organisations could work with outside agencies and partnerships in order to incorporate the statement into their daily working.

2) To what extent do you think that this statement would be effective in your (or your clients') workplace?

This statement would be effective if services and facilities were provided. For example, health workers would need to be promoted.

The ethos of the workplace would need to be changed to a 'healthy workplace'. Health checklists would need to be completed and evaluated.

3) If this statement would not work, why not and what would work?

This statement could be implemented within a wider wellbeing programme. This would include links between physical and mental health. A business case of the bigger picture would need to be provided that does not just include physical activity.

4) What are the barriers to and facilitators for applying this statement?

Barriers

- This statement is very dependent on how seriously it is perceived by the employers. Large organisations would need to pilot the statement in one unit of the organisation and evaluate its effectiveness. The statement may also face cynicism from smaller organisations.

Facilitators

- A business case would need to be built from the perspective of the employer.

5) Can you think of any specific examples (case studies) of where this statement would work and would not work within workplaces?

One delegate from the Employee Advisory Resource suggested that an online confidential health check could be provided. This would cost very little, would provide the organisation with an audit and statistics, as well as a baseline activity level.

BT ran a study on their employees' level of health. They disseminated the results to the workforce showing that on average 5 people a month have suffered a heart attack. This was accompanied by information on how to improve health. This was used as a 'shock tactic' in order to promote wellbeing to employees.

6) What would the implications be for health inequalities of implementing this statement?

A budget or grant for training employees and carrying out the health check would need to be provided.

The effectiveness of the statement would largely depend upon its promotion. For example, walking as a form of physical activity could be promoted. This is due to walking being accessible by the majority of the workforce and is a gentle form of exercise that can be done, even for those employees of low fitness levels. Many people do not perceive walking to be a form of exercise, therefore this, needs to be promoted.

7) Are there any gaps in the statements that you feel need to be filled?

The statement needs to include a definition of what a multi-component programme is and how this would be monitored. This programme would need to focus on health as a whole and not just physical activity.

Statement 3

Put up signs at strategic points and distribute written information to encourage employees to use the stairs rather than taking a lift where possible. The signs could point out that climbing stairs burns calories, may be quicker than waiting for the lift and is a good form of exercise.

1) What would need to be done to make the statement work in your (or your clients') workplace?

Encouraging signs would need to be provided to promote the stairs. These may be more encouraging if they were pictorial signs and could also be placed on lift doors. Footprints could be placed on the floor to direct people to the stairs. Signs could also contain encouraging statistics about using the stairs, such as how waiting for a lift could take longer than using the stairs.

2) To what extent do you think that this statement would be effective in your (or your clients') workplace?

This statement would be very effective in the workplace. Particular benefits of using the stairs such as the number of calories that can be burnt by using the stairs could be promoted and would be a great motivator for staff.

3) If this statement would not work, why not and what would work?

The delegates agreed that this statement would work.

4) What are the barriers to and facilitators for applying this statement?

Barriers

- The environment of staircases can be very discouraging. For example, they can often be dark and unpleasant; therefore they would need to be maintained and be appealing to employees.
- Doors to staircases are often kept closed. Therefore they would need to be kept open to motivate people to use them.

Facilitators

- Toilets could be placed on split level staircases; therefore, all employees would have to use them at some point throughout the day.

5) Can you think of any specific examples (case studies) of where this statement would work and would not work within workplaces?

This statement is more likely to be effective within large organisations as promotion can be targeted more successfully. Small organisations may only operate in a small building that only has one floor, or one that does not have a lift.

6) What would the implications be for health inequalities of implementing this statement?

Other options other than using the stairs must be provided as disabled workers would not be able to use the stairs. A healthy workforce can be gained through a variety of options which would need to be promoted. General information on health and well being would need to be provided.

7) Are there any gaps in the statements that you feel need to be filled?

Mental well being should also be discussed. It can be harder to reach people with mental health problems and encourage their physical activity.

This statement would also need to be joined up with other policies.

Statement 4

Encourage employees to increase the distance they walk during the working day. For example, encourage them to walk part or all the way to and from work, provide information about walking routes and encourage them to set goals and monitor the distances they walk.

1) What would need to be done to make the statement work in your (or your clients') workplace?

Walking routes would need to be provided to employees, as well as access to travel information for example, www.walkit.com Routes from major transport links could be provided.

Walking could be encouraged at lunch times and employees could be given a pedometer to monitor their steps throughout the day.

Using a car would need to be discouraged. For example, car expenses could be removed and attached to walking.

This statement could also be implemented along side a Green Travel Policy.

2) To what extent do you think that this statement would be effective in your (or your clients') workplace?

Many workplaces are in locations that do not have walking routes available. For example, those employees that work at Heathrow airport would not be able to walk to work.

Personal circumstances would also interfere with its implementation. For example, childcare issues could prevent people walking to work, as well as the safety issues of walking in the dark.

3) If this statement would not work, why not and what would work?

An element of fun would need to be added to increase motivation. For example, a pedometer challenge could be implemented. This would also provide employees an example of how to set goals and monitor their progress.

4) What are the barriers to and facilitators for applying this statement?

Barriers

- The way in which the statement is communicated would determine the effect of the statement. It should be highlighted that this is the employee's choice and is not forced by the employer. The employees need to know that the employers are interested in their health and that they are not taking a 'big brother' approach.

Facilitators

- This statement could be a cost-free intervention and therefore more likely to be accepted by the employer. The employees may be motivated by the perception that the employers are interested in their health which would constitute as a good employment plan.

5) Can you think of any specific examples (case studies) of where this statement would work and would not work within workplaces?

Sainsbury's ran a 'no-email day' – where all employees were encouraged to speak to each other in person rather than emailing them. This has encouraged walking throughout the organisation.

6) What would the implications be for health inequalities of implementing this statement?

This statement would not exacerbate any health inequalities. Expensive equipment is not needed to implement this statement. However, walking groups would need to be appropriate for disabled and vulnerable groups.

7) Are there any gaps in the statements that you feel need to be filled?

This statement suffers from the fact that cycling is not included. Cycling can also apply to disabled workers through the use of specialist equipment.

1.5 WORKSHOP GROUP 4

Location: Greenstreet Berman Ltd. 10 Fitzroy Square, London.

Date: 13/12/2007

Time: 2 – 5pm

Delegates attending: 7 attendees

This summary shows a variety of opinions from the delegates. It does not necessarily represent the opinion of each delegate and does not attempt to quantify the level of agreement.

Session 1 – General review of the guidance

The session commenced with a general review of the four statements as a whole.

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The first question that was posed to the delegates was:

How do you think the statements may impact business policy (regarding promotion of physical activity at work) and why? The responses were:

Convincing employers

- Delegates felt that the statements lack the “reason to believe” and employers will just ignore them. They felt that the statements needed to have the benefits of physical activity clearly laid out to persuade the employer to implement the statements. The employer needs to be given advice on how best to convince their employees to uptake physical activity in the workplace;
- Delegates felt that government initiatives are largely aimed at employees rather than employers and this would need to be taken into account in the design of this guidance as it is aimed at the employer. Delegates felt that there was a possibility that employers and employees could view this guidance as strengthening the “nanny state” and the statements need to demonstrate upfront the positive impact that implementing the statements could achieve;
- At present employers have myriad of health and safety legislation and therefore the delegates felt that from an employer’s perspective, one more piece of legislation concerning physical activity may not grab their attention enough in the current format, and could be ignored. Also, once the attention of the employers has been acquired there needs to be more explanation of the statements, for example, what targets should be set? Delegates stated that the following could be used as an incentive to employers and to help to capture their attention;
 - Increased productivity;
 - Tax breaks.
- The main barrier to the impact of the statements would be “buy in” from employers. When attempting to “sell” the statements to employees, there needs to be case studies for different types of industries and the benefits that have come from them. Employers need to be “sold the benefits”, the statements in no area mention the potential benefits of implementing these statements;
- Delegates felt that the major risks to successful impact of the statements were:
 - perception as an extension of the “nanny state” and not taken seriously by the workforce;
 - legal issues that employers may be liable if any incidents occur as a results of the implementation of the physical activity statements in the workplace. Delegates suggested that to alleviate this problem, if the guidance was a statutory regulation and followed NHS guidelines, if an incident occurred employers would be protected;
 - Dependent on how the employer implements the statements, e.g. if an employer endorsed a 5-a-side football league the risks could be greater. Therefore delegates suggested there could be a need for a health questionnaire or physical activity readiness (PAR-Q) questionnaire. These could further burden employers and some employers may not have the knowledge or provision to carry out health checks;

- Delegates felt that there could be better ways to approach employers about initiating physical activity in the workplace than that being used in the statements. Suggestions included, employers reviewing their absence rates to establish that it is in their best interest to increase physical activity in the workplace. Buy in from employers is key for these statements to work in organisations, industry wide;
- Delegates suggested that Trade Associations could be used as a potential avenue to distribute information to employees. Delegates felt that investment could be targeted at trade associations to assist employers implementing the statements;

Large Vs. Small Organisations

- Delegates felt that the statements would impact on large and small organisations in very different ways. They felt that large organisations tend to have the capacity and resources to implement this but smaller organisations do not have the capacity of the staffing provision to implement this type of guidance. Organisations may need to employ outside assistance in order to implement this statement which could be costly especially for a smaller organisation. Smaller organisations also may have a different “agenda” to larger organisations. At time they are struggling to survive, so this type of guidance may just be seen as an additional complication;
- Delegates felt that it may be hard to generalise the statements due to the array of different job types and organisational sectors that employees work in. For example, the benefits and implications for staff in a café versus a bus driver would be very different;

Cycling Omitted

- Delegates stated that there was a lack of cycling mentioned within the statements particularly in statement 4, where they thought it could be a positive addition. Although delegates were aware that this is due to the methods that NICE use to develop their guidance and due to the fact that there is evidence based research involving cycling. Delegates suggested that additional investment needed to be invested into research in these areas;

Need for more information

- Finally, delegates felt that employers could implement the statements however, the statement may not have the impact that they were expecting and therefore employees would not gain the benefits. Therefore, it is imperative that more information is provided on methods and perhaps case study examples of how to effectively implement the statements.

Weaknesses in the statements

- The exclusion of changes to the physical environment is a major weakness. I understand that NICE is addressing this under other guidance, but there is no guarantee that employers will see this. As this particular guidance is targeted at employers it should cover changes to the physical environment. The key reason for this is that these changes play an integral role in encouraging physical activity – e.g. people are more likely to run and cycle to work if there is secure cycle storage, and changing and shower facilities;

- There is a significant disconnect between the first two statements and the second two statements. The first two are at a strategic level, whereas the second two are at a practical level. The first two do not give enough tangible guidance to employers, and the second two only address two specific interventions, whilst many others may be relevant.

2) RELEVANCE TO ORGANISATIONS

In this section delegates were asked, to what extent do you think that the statements can be put in place by all types of organisations? What potential barriers could be foreseen by some types of organisations in adopting the statement?

- Small organisations do not have a Human Resources Department and therefore uptake of the statements would rely heavily on the director;
- Large companies have a stronger infrastructure of human resources departments and therefore could implement them easier. The statements cannot be brought in without other policies and regulations;
- If employees had work targets, would this include time or would employers have to give them extra time. If employees need to be given extra time this could be very costly to the employer;
- Delegates felt that within certain organisations it is not appropriate to perform physical activity in the workplace (e.g. machine based workplace). There needs to be clarification of whether the physical activity interventions cover physical activity in the office or endorsement by employers;
- The location of the organisations could have an affect on the opportunity that employees have available to uptake the statements. For example, it would be more difficult for the employees from an organisations located in rural areas as they may have less opportunity to partake in walking to work for example.

3) INCLUSION OF THE COMPLETE WORKFORCE

To what extent do you think that the statements are applicable to all members of the UK workforce?

- Delegates felt that the statements may not be inclusive of all job types, such as lorry/bus/train/tram drivers. The relevance of these statements to these employees would be largely dependent on their employer.

4) DIFFERENTIAL IMPACT ON VARIOUS GROUPS

How might the statements impact various groups of workers differently?

- Delegates felt that some of the statement in their nature may exclude certain members of the workforce. For example, employees that work in organisations where there is only a ground floor would not be able to utilise statement 3. Also disabled people could be excluded from statements 3 and 4, they are largely dependent on the facilities available;

- All the delegates felt that the statements could be made inclusive; it is dependent on the way that each employer implements them. Delegates felt that rather than having general statements it could be useful to pilot specific interventions related to targeted industry sectors.

5) IMPLEMENTING THE GUIDANCE

How do you think employers can be encouraged to promote physical activity at work?

- Employees would need to have more time allocated for physical activity and delegates felt that some employees would appreciate this and it could improve the credibility of employers;
- Delegates felt that ensuring that there was provision of facilities is paramount to the implementation of the statements;
- In order to ensure that physical activity is implemented and that interventions are successful within an organisation, employers need to make physical activity:
 - Fun;
 - Something that is talked about (e.g. by using incentive schemes, competitions, social teams for example netball that is social, fun and that the whole company can rally behind).
- There needs to be one single voice from government that is directed at businesses¹. They felt that there is a lot of policy and recommendations that are aimed at employers and that there should be a more united approach to this.

Session 2 – Group based assessment of each statement

This session split the delegates into two equally sized groups. Group 1 reviewed statements 1 and 3, and group 2 reviewed statements 2 and 4.

Statement 1 – Develop an organisation-wide policy or plan to encourage employees to be more physically active. This should:

- **Include multiple approaches**
- **Be based on staff consultation**
- **Link to other internal HR policies (for example, on alcohol and smoking or flexible working) and to national health policies**
- **Set organisational targets**

¹ Delegates were aware of Dame Carol Black's review of the health of the working age population and were inquiring as to whether the NICE statements were linked or being implemented in unison with this.

- **Be sustainable**

1) What would need to be done to make the statement work in your (or your clients') workplace?

For this statement there needed to be more explanation of what a multi approach is and what an organisation would need to do to achieve this. There needed to be an explanation and examples of organisational targets and how to implement these successfully. One delegate raised a concern that when targets are set within an organisation this can lead to perverse results. A target may be met but by default only (the example given although not directly related to physical activity, was the change to booking a doctors appointment, which means that there are doctors appointments available everyday but you cannot book them as the phone lines are too busy).

Larger organisations may have the capacity to implement this statement but smaller organisations will struggle.

It is very important that the budget holder "buys in" to this statement in order for the resources to be made available to implement this statement. Human Resources and Occupational Health are often keen but often are not the budget holders.

2) To what extent do you think that this statement would be effective in your (or your clients') workplace?

Delegates felt that at present there were no clear incentives for employers to implement this statement and there was also no reprimand if they did not implement the statement. They felt that this would affect the number of employers that implemented this statement.

Delegates were made aware that there would be a supporting pack that accompanied all the statements. They stated that the success of the statements would be largely dependent on what information and assistance was provided in this supporting pack.

Delegates again re-iterated the difficulties that could hamper small businesses from implementing this statement.

3) If this statement would not work, why not and what would work?

Delegates felt that implementation of this statement was a key and they felt they were more likely to be successful if they were driven by their peers but sanctioned by management. They felt it was very important that management set a good example and led by example.

There needs to be a clear statement of the wider benefits to both employees and employers of implementing this statement. Delegates suggested that a grants scheme could be introduced to assist small business to implement the statement.

4) What are the barriers to and facilitators for applying this statement?

Facilitators

- The main facilitators for applying this statement included:

- Clear indication of the cost-benefit of applying the statement;
- Indication of an increase in productivity and decrease in absence;
- Incorporating this statement into other policies;
- Examples of other benefits that are not financial;
- Helping staff retention;

Barriers

- The main barriers for applying this statement included:
 - Cost involved to implement the statement;
 - Time needed to implement the statement;
 - Culture of the organisation (e.g. desk bound even at lunchtime).

5) Can you think of any specific examples (case studies) of where this statement would work and would not work within workplaces?

Delegates felt that this statement was more likely to work in large organisations that had a Human Resources department that could help to devise the policy, etc. As mentioned before it was felt that smaller organisations could struggle with resorting implementation of the statements.

6) What would the implications be for health inequalities of implementing this statement?

The implications for health inequalities would largely be dependent on how employers interpreted and implemented this statement.

7) Are there any gaps in the statements that you feel need to be filled?

Delegates stated that within the organisational targets there should be a measure of achievement and an evaluation of impact.

There should be a direct reference to active transport within this statement. The statements as a whole should be seen to have government support.

Statement 2 – Introduce and monitor an organisation-wide, multi-component programme to encourage employees to be physically active. This could be part of a broader programme to improve health. It could include:

- **Provision of a health check;**
- **Dissemination of information on how to be more physically active and the health benefits of such activity (this should be tailored to meet individual needs) along with written information about activities;**
- **Advice and support to help individuals plan how they are going to increase their levels of physical activity;**

- **Flexible working policies and incentive schemes to encourage employees to be physically active.**

Ensure employees are involved in planning and designing activities.

1) What would need to be done to make the statement work in your (or your clients') workplace?

Delegates felt that the “multi-component” adds nothing to this statement and should therefore be removed from the statement.

Delegates felt that employers needed to know what the benefits and value to them would be from implementing this statement. They need a statement to describe the actual benefits to employers as a result of introducing the programme.

2) To what extent do you think that this statement would be effective in your (or your clients') workplace?

Monitoring and review of this statement would come after this. Delegates suggested that this could be done by monitoring sickness levels, and this type of evaluation work could give a measure of how sustainable the statement is. Further surveys or analysis could be used to see the benefits.

Delegates did suggest that the benefits to business due to work based physical activity could be very difficult to measure and to be sure that other external factors are not affecting any results too. Employers could perform other measures after physical activity to monitor how employees react to it.

3) If this statement would not work, why not and what would work?

Delegates suggested that employers could use an approximate measure of physical activity before and after the introduction of the statement to monitor how employees react to it. Suggestions were also given to visit cardio rehabilitation to see how physical activity is sold to the population, especially “at risk” groups.

Delegates felt that other issues come into play surrounding this statement, for example, wellbeing. Employers need to ensure that their employees are happy, they need to push the relationship between physical activity and stress levels. Delegates stated that the levels of physical activity suggested in this statement would not be enough to release endorphins and therefore give their employees the benefit of these “happy hormones”.

Delegates felt that this statement needed to be seen by all employers as achievable; however, they thought that the statement would not be feasible by most organisations, particularly small business employers.

Delegates were concerned that employers are not always best placed to perform health checks and disseminate advice following the health check. They felt that the most important role for the employer was to disseminate information. Suggestions were given that employers could be advised to use an experienced third party for the health checks, e.g. mobile caravans, as well as walk-in health checks.

Delegates felt that employer's immediate reaction to this statement could be that it is too regimented and authoritarian. They felt the biggest issue was ensuring that employees managed to maintain a work-life balance.

4) What are the barriers to and facilitators for applying this statement?

Barriers

- The main barriers for introducing this statement included:
 - Most exercise opportunities are not taken up;
 - Cost of health checks (including resorting expertise to perform the health checks).

Facilitators

- The main facilitators for this statement included:
 - The ability to demonstrate to employees that there are alternative ways to include physical activity in their everyday lives. It does not have to involve the gym.

5) Can you think of any specific examples (case studies) of where this statement would work and would not work within workplaces?

Delegates felt that this statement was more likely to work in larger organisations that might already have wellbeing, active travel policies in place. They felt that if a value was attached to some of the schemes, this could help to motivate employees, such as using the stairs promoted as a free form of exercise. Incentive schemes are often successful.

6) What would the implications be for health inequalities of implementing this statement?

Delegates felt that if these statements as a whole are only targeted at employers, then this will mean that only employed people will have the opportunity to benefit. This would in effect exclude the non-working population.

7) Are there any gaps in the statements that you feel need to be filled?

Delegates felt that the health check part of this statement should be deleted as this is going into too greater details. They felt that the best approach would be to try and be less specific.

Delegates stated that this statement was too "wordy", badly structured and not basic enough. They felt it would benefit from being re-written by an experienced copy writer. The wording of this statement also needed to be more focused on encouraging enjoyment and fun and characterise the benefits of increasing physical activity levels. Especially need to include more of a focus on wellbeing and happiness.

Suggestions for additions to the statement included the use of a "buddy" system which could promote employees to encourage each other to be more physically active.

There was a general feeling that there was a lack of reasons why employers should implement this statement and that case studies could help to exemplify the benefits.

Statements 3 – Put up signs at strategic points and distribute written information to encourage employees to use the stairs rather than taking a lift where possible. The signs could point out that climbing stairs burns calories, may be quicker than waiting for the lift and is a good form of exercise.

1) What would need to be done to make the statement work in your (or your clients') workplace?

Delegates felt that this would be heavily dependent on the nature of the workplace and the type of workers employed.

Methods that were suggested to make this statement work included use of:

- a. Intranet;
- b. Work-time learning sessions;
- c. No email day.

However, this statement was thought to be fundamentally dependent on whether the workplace had a set of stairs.

Delegates felt that this statement would not work unless the benefits of implementing the statement were clearly shown. They felt that the following suggestions could help to make this statement work in a workplace:

- Grant schemes made available to help employers implement it;
- Include a workplace champion to help with promotion and implementation of the statement;
- Secure buy-in from employers and employees;
- Ensure the cost-benefit of this statement were clearly identified;
- Link it to other policies (e.g. smoking cessation).

2) To what extent do you think that this statement would be effective in your (or your clients') workplace?

Delegates felt that this statement could be effective as it encourages those “on the tip of behaviour change” to partake in more physical activity in the workplace. However, they did not think that it would encourage the most sedentary workers, who would in fact benefit most from the implementation of this statement.

Delegates stated that using methods to discourage employees from using the lifts could be beneficial too.

3) If this statement would not work, why not and what would work?

Delegates felt that this statement was a good example of the types of intervention that employers could use to encourage employees to partake in physical activity. However, they felt that it should not be a statement on its own, and that it should be incorporated into the first 2 statements.

4) What are the barriers to and facilitators for applying this statement?

Barriers

- The barriers to applying this statement include:
 - Liability that the employer may face following any incidents that were caused by the introduction of this statement;
 - In some workplaces the stairs are exclusively used for evacuation, what could the implications be of using these regularly for physical activity?
 - Delegates felt that this statement may fall too far down the list of priorities for it to be implemented in certain workplaces;
 - If the employer does not own their office premises they may have problems getting the go ahead to put up extra signs to highlight the benefits of using the stairwell;
 - If the workplace has only one storey.

Facilitators

- The facilitators for applying this statement include:
 - Laying provision for employers to be able to download signs (e.g. PDF format) so that they do not have to be bought and also so they know the most effective way of portraying the message across to their employees.

5) Can you think of any specific examples (case studies) of where this statement would work and would not work within workplaces?

No case study examples given.

6) What would the implications be for health inequalities of implementing this statement?

Delegates felt that the hardest employees to influence are those that are currently sedentary. They felt those that are already physically active are more likely to partake in this statement.

7) Are there any gaps in the statements that you feel need to be filled?

Delegates felt that the nature and method for compiling NICE guidance could lead to gaps in the statements, as some interventions may not be included due to lack of evidence. However, this does not mean they have not been successful.

Statement 4 – Encourage employees to increase the distance they walk during the working day. For example, encourage them to walk part or all the way to and from work, provide information about walking routes and encourage them to set goals and monitor the distances they walk.

1) What would need to be done to make the statement work in your (or your clients') workplace?

Delegates stated they felt that practical examples may need to be included to help employers to implement this statement, such as walking meetings. Different strategies are needed to ensure that all types of organisations have examples of interventions that they can implement in their workplace.

2) To what extent do you think that this statement would be effective in your (or your clients') workplace?

Delegates felt that this statement would be more effective if it was not just limited to the working day.

Delegates felt that there were elements of this statement that would be difficult to implement with employees. For example, employees generally prefer to use the quickest method of transport between home and work, in many cases active travel would not be the quickest option. There is also the issue of the safety of employees from walking to work, such as mugging, crossing busy roads. This could discourage employees from walking to work. This would be heavily dependent on the location of the employer.

3) If this statement would not work, why not and what would work?

Delegates felt that there needed to be more options given to employers to help their employees become more physically active. Delegates felt it would be very hard to implement this statement if there was any suggestion that it may impact on productivity.

Delegates felt that encouraging employees to be active on their lunch break and to walk rather than just sitting at their desk could be beneficial. This would be best if there were pleasant surroundings around the employee's place of work for them to walk around.

Delegates also felt this statement was very limiting and that walking was not the only type of activity that could be suggested. They thought the statement was too specific on that point.

4) What are the barriers to and facilitators for applying this statement?

Barriers

- The main barriers for applying this statement include:
 - Within large organisations, there could be implications for a reduction in productivity if this statement was implemented. It could be hard to monitor this in a large organisation, whereas in a small organisation this would be a lot easier;

- Safety of employees walking to and from work;
- Personal choice means that some people prefer to keep their business life and personal life separate and would not want to exercise in front of other work colleagues.

Facilitators

- The main facilitators for applying this statement include:
 - Tax breaks so that it does not put a financial strain on the organisation.

5) Can you think of any specific examples (case studies) of where this statement would work and would not work within workplaces?

Delegates felt that the success of this statement would be heavily dependent on the environment surrounding a workplace, and that safety could be another issue. They also felt that it could depend a great deal on where employees live and how long their commute to work is.

Other suggestions included the use of a pedometer in the workplace and combining the physical activity benefits with environmental benefits, e.g. walking to work.

6) What would the implications be for health inequalities of implementing this statement?

Delegates felt that it would be difficult to implement this statement for workers who are employed in night time industries.

7) Are there any gaps in the statements that you feel need to be filled?

Delegates had a similar point of view about this statement as they did for statement 3. They felt that it would be better placed as an example of an intervention for statements 1 or 2 and that it should not be a statement on its own. They stated it felt disjointed and out of place integrated within the statements at present.

1.6 Supplementary information and case studies

This additional information was provided by delegates that attended the workshops and their colleagues.

1.6.1 Other public sectors schemes

Respondent 2

We are at the early stages of implementing a workplace health initiative. This is the result of some measures we put in place. The first was health checks for all the staff in the authority. This included a health profile of each person looking at blood pressure, cholesterol, BMI, etc and then giving them advice and guidance on how to live a healthier lifestyle.

The second measure was to introduce a body conditioning class during a lunchtime that staff could attend. Both of these measures have been very well attended which has increased the scope to increase workplace health.

Respondent 3

Our team are currently preparing a pilot programme for Workplace Health initiatives in Stockton-on-Tees. We are attempting to work in three businesses initially delivering health assessments, weight management, physical activity and health walks. As the programmes are yet to start, I can not provide you with any stats, however, there were some programmes we did in the past within the council that we have some basic stats on.

Respondent 4

I have been working with colleagues in the Primary care Trust on an initiative called "One Step."

We also work closely with the PCT on a broader workplace health promotion scheme called "Working for Health in County Durham."

The District Council, as an employer, is in effect a client organisation for these initiatives.

2 APPENDIX B – ADDITIONAL STAKEHOLDER INTERVIEW SUMMARIES

2.1 Summary of Stakeholder comments

Overall there was a general perception from a minority of individuals that NICE have more important things to do; and they do not have the right position or authority to get involved with this area of work.

In addition the vast majority of stakeholders were confused by the statements, as they felt they were not really statements (no objective), more supporting information providing ideas on what to do, how to do it and who should be involved in doing it, rather than providing 'it'.

It was also felt important to make a clearer distinction between responsibilities of employers and responsibilities of employees e.g. being involved with the consultation exercise, engaging in activities that are made available for them etc, that these statements and any activities arising out of them are being provided for them by their employers but it is the responsibility of the employees to engage.

20 stakeholders were interviewed via telephone. All interviews were confidential with the exception of UNITE the union who explicitly requested that they be named.

1) CONCEPT IS FINE; IMPLEMENTABILITY VARIABLE

Although roughly a third of stakeholders interviewed (7) felt that all organisations would be able to successfully implement the statements, there was a feeling among the majority that some types of organisation may struggle.

Almost half of the stakeholders felt that a lot of time would be required for implementation including time for consultation, but that this would be likely to impact large and small organisations differently. All but two of the stakeholders (18) felt that the statements would require a continuous programme of engagement to effectively implement the statements, rather than via a one-off intervention.

The main issues raised by stakeholders concerning the variability of successful implementation are outlined below.

o Small v large organisations

Concern was raised from a majority of stakeholders that small organisations would not have enough time, resource or expertise to implement the statements. For those that are able to implement the statements, however, it was felt it may be easier than for larger organisations as it would be easier to ensure everyone was catered for by any activities offered – consultation would be more effective.

It was felt that large organisations would have adequate resource in terms of time and staff, and although they may be more likely to have in-house health professional, they may still suffer in terms of lack of expertise of public health or health-related initiatives.

o Public v private

The majority of stakeholders felt that private sector organisations would have more financial resource to implement the statements, but less inclination generally.

- Dispersed organisations/geographical locations

It was felt that dispersed organisations may struggle with implementation. The example of oil rigs was cited by one stakeholder who felt that the unusual location could create difficulties in providing a varied range of activities to staff.

- Other issues

One stakeholder felt that the statements could be implemented effectively as long as any activities were applicable to the whole workforce for that organisation; and UNITE felt that the statement could be successfully implemented if good use was made of promotion, perhaps making use of television media.

2) IMPORTANCE OF LINKING WITH OTHER INITIATIVES

All stakeholders felt that work on physical activity would not work as a 'stand alone' policy and that it was essential to link in with work in other areas.

- Health and safety

It was felt that any physical activity policy would need to be linked in with work on health and safety within the organisation.

- Diet, nutrition and healthy eating

Linking physical activity in with healthy eating was raised by a large number of stakeholders as it was felt that there was little point having one without the other.

- Smoking cessation

Smoking cessation was raised as an issue linking in with general health and fitness.

- Mental wellbeing

Mental wellbeing was raised by a number of stakeholders for two reasons. One was the link between physical activity and mental health in that physical activity can help decrease levels of depression and stress.

One stakeholder also felt that it was important to be aware that some people with mental health problems e.g. depressed people, may be less inclined to undertake physical activity due to lack of motivation or energy.

- Local partnerships

Engaging with the local community was felt to be important and therefore also linking in with local initiatives. This was in part to increase the range of activities offered to staff e.g. subsidised access to local leisure centres, provision (by the local council) of well-lit routes for walking etc.

- Regional/national initiatives

A number of stakeholders suggested the importance of linking in with regional or national initiatives. Examples given included Healthy Working Lives Scotland; BHF work on the two year programme 'Well at Work' funded by Sport England; the physical activity toolkit available from June 2007 (Loughborough is evaluating the pilots early 2008); linking in with DoH work; linking in with work on mental health e.g. HSE's Management Standards on Stress at Work; and links with the health inequalities agenda.

3) BUSINESS CASE/BENEFITS TO EMPLOYER

A number of stakeholders felt that there could be significant barriers from employers in implementing these statements including financial; lack of time or staff resource; lack of expertise; resistance from senior management; and employers being unable to see the benefits.

Most stakeholders felt that organisations would therefore need more information on the business case or benefits to the organisation in order to become engaged with this work. It was also felt that organisations would require more evidence of the benefits of physical activity to individuals in order to engage their staff.

- Access to materials

All stakeholders felt that organisations would need access to additional resources, case studies, ideas, what they can do, how to develop a business case etc.

- Access to data

All stakeholders felt that information would be required concerning national sickness absence rates and productivity rates in order to demonstrate the benefits to organisations, as well as explaining how organisations can gather this information for themselves. Example given included:

- healthy people are six times more productive than non-healthy people;
- inactive workers are 5.6 hours less productive every week than active workers; and
- older workers are 40-50% less productive every day (but many are less active than younger workers).

Please note that there were no references provided for these statistics and therefore it cannot be guaranteed that these are accurate.

- Incentives

Around a quarter of stakeholders felt that some kind of incentive would be required unless the statements were to be made a legislative requirement e.g. linking to national standard, such as IiP or to the corporate social responsibility agenda.

A fifth of stakeholders (4) suggested financial incentives such as a grant from Government, or linking in with insurance premiums.

- High level national promotion

It was felt by the majority of stakeholders that a high level national promotion programme would be important in obtaining the understanding and commitment of organisations.

- Language and message

Finally, it was felt by all stakeholders that the language of the statements was important i.e. that they were presented in 'normal' language rather than 'policy' language.

Additionally, it felt important to make a clear distinction between what is meant by exercise and what is meant by physical activity.

4) MAKING THE CASE TO EMPLOYEES

Around a quarter of stakeholders felt that resistance from staff would be a significant barrier in implementing the statements – as such it felt important to effectively make the case to employees in order to engage them.

- Consultation

UNITE stressed the importance particularly of consultation, although a large number of other stakeholders also saw the need for effective consultation with workers.

Stakeholders felt that consultation with employees would enable them to take ownership of any initiatives or programmes and ensure that the activities offered were suitable for all members of the workforce.

- Providing benefits

Around a third of stakeholders felt that employees needed information on benefits to themselves – cost savings, health benefits, sexual benefits of increased physical fitness (i.e. improved sexual performance), increased performance at work etc.

- Incentives

A third of stakeholders felt incentives would encourage employees to engage with the statements. Examples that were given included plaques, winner's badges and removing season ticket loans to encourage people to walk or cycle more to work.

- Senior management commitment

Leading by example was felt to be very important through senior management commitment and the use of champions to lead the way.

- Making it fun

Although this may seem insignificant or trivial, the need to make this fun was considered important for employees to become fully engaged and for the initiatives to be sustainable.

- High level national promotion

It was felt by the majority of stakeholders that a high level national promotion programme would be important in obtaining the understanding and commitment of employees also. An example was given that soap operas could be used to promote messages e.g. the textiles factory in Coronation Street could have a scene where the owner is trying to promote physical activity through the workplace to his workers.

5) EXCLUSION/HEALTH INEQUALITIES

All stakeholders felt that the statements would exclude certain sectors or groups of individuals, but that it should be possible to get around most problems or issues through consultation and appropriate promotion.

- Excluded

Ethnic minorities

Around a third of stakeholders (7) felt that those from ethnic minorities risked being excluded with all having concerns particularly about Asian, South Asian and Bangladeshi women. It was felt there may be issues with these women not having time due to their home caring roles; not wishing to undress in front of strangers; not being able to exercise with men present; and some not being able to or willing to go out alone.

Migrant workers/English not as first language

A further third of stakeholders felt that there may be cultural and language problems for migrant workers and those for whom, English is not their first language.

Gender

A fifth of stakeholders (4) felt that women and men would require different activities as their bodies work differently.

Disabilities

Almost half (9) of stakeholders felt that those with disabilities (be they physical, mental, sensory-related or health-related e.g. diabetes) may experience exclusion in relation to some activities e.g. climbing stairs, walking to work or being motivated to participate (e.g. those with depression).

Social class/educational background

Educational background and class was raised by three stakeholders as being a specific concern – those of a higher class, higher level of educational attainment or with more available income were felt to be more likely to engage in physical activity. This was additionally alluded to indirectly by around half of all stakeholders. An example cited in relation to this issue concerned those living in deprived areas being at higher risk of attack if they walk to and from work.

Shift workers

Around half of all stakeholders including UNITE had concerns over shift workers in terms of safety issues; accessibility of physical activities such as leisure centres, clubs and gyms; and issues with body clock and energy levels.

Other

Other groups raised by at least one stakeholder include: homeworkers, agency staff, drivers, transient workers, such as those in the construction trades, call centre workers and lone workers, such as tradesmen and self-employed individuals.

Already fit v disinterested

Finally, it was felt that overall, those who are already fit and interested in physical activity will get fitter, and those who are currently not interested will remain not interested and the gap between the two will increase. There were also concerns relating to this about those not in employment and generally with lower fitness levels anyway.

- In need of specialist advice

Pregnant workers

Around a third of stakeholders (6) raised the issue of pregnant workers. It was felt they would not be excluded (given pregnant workers should maintain good levels of physical activity anyway) as long as they were offered specialist medical advice to minimise any risks to their health or safety.

Older workers

Older workers were raised as a concern by one stakeholder – given they are a growing group of workers and often undertake lower levels of physical activity than younger workers. Not all forms of exercise and activity would be appropriate for older workers.

- Solutions

Translating material

A solution posed by a number of stakeholders for those without English as their first language was to translate any written material. However, one stakeholder provided an example, where this was done for a group of Punjabi women concerning postural issues to help reduce MSDs. However, although the women could all understand spoken Punjabi, they were not able to read the language, so this effort was pointless.

Buddy pairing/local partnerships

Buddy pairing was suggested as a way to overcome the issue of those not able to exercise alone; and involving the community or setting up local partnerships with appropriate individuals and organisations.

Use of job centres

In relation to fitness levels of the unemployed it was felt that perhaps these statements could also be promoted through job centres.

Consultation

UNITE emphasised that full consultation is necessary to devise solutions to any concerns surrounding exclusion of specific groups. Around a quarter of all stakeholders cited consultation with staff as being essential in implementation of the statements.

High level national promotion

It was felt by the majority of stakeholders that a high level national promotion programme using a varied and imaginative range of media would help to capture a wider range of individuals thus helping to reduce health inequalities.

An example given by one of the stakeholders was that soap operas could be used to promote messages e.g. the textiles factory in Coronation Street could have a scene where the owner is trying to promote physical activity through the workplace to his workers.

6) RISKS TO EMPLOYERS

Two stakeholders felt there would be no risk to employers. The remaining 18 felt that there would be risks of some nature to organisations. The main themes are outlined below.

- Safety – risk of injury to or attack of employees

Around a third of all stakeholders including UNITE were concerned about the safety risks to staff. Examples given included someone falling down the stairs; individuals walking home alone in rough areas; employees undertaking physical activity not appropriate to their fitness levels or medical condition; and risk or injury for disabled individuals.

- Financial risk

The main financial risks raised were anxieties concerning litigation should a member of staff be injured; and concerns about not getting a return on any investment.

This was a key concern for half of all stakeholders (10).

- Resistance from employees

A minority of stakeholders (3) specifically raised resistance from staff as a risk. It was felt by around half of stakeholders that some employees may have concerns about a ‘big brother’ or ‘nanny state’ approach.

Some stakeholders also had concerns about the appropriateness of employers in becoming involved in individuals’ private affairs i.e. levels of exercise, activity outside work etc. There was concern that some employees would feel that their privacy was being breached.

Engaging with staff and undertaking full consultation was felt to be very important.

- Health checks – issues of confidentiality and what ‘to do’ with data

There were concerns from a small proportion of stakeholders (1) that organisations would not have adequate knowledge to undertake a health check in an appropriate manner; and that there would be concerns from staff about the confidentiality of data arising from the checks and what would be 'done with it'.

7) ACCESS TO ADVICE AND SUPPORT

All but one stakeholder (19) felt that organisations would not have sufficient knowledge to implement the statements.

- For employers

Over half of stakeholders including UNITE felt that all organisations would need access to health education, health promotion and physical health experts.

UNITE also felt that employers would need support and advice on consultation and how to effectively gain the commitment and buy-in of their staff.

Finally, a quarter of stakeholders (5) felt that organisations would need financial support or advice, including information on tax benefits and offsetting costs. Some felt that a grant would be required to engage the support of organisations, particularly in the case of SMEs.

- For employees

The majority of stakeholders felt that employees would also need access to expert medical support and advice to make full use of any activities made available to them.

In relation to health checks it was felt that an external and therefore fully confidential service would need to be provided rather than an in-house option.

8) AIDS TO IMPLEMENTATION

- Provision of activities

Providing activities in lunch hours onsite e.g. yoga.

Providing, a range of different available activities at different times of day.

- Flexible working

To allow time to undertake activities

To allow time to promote the statements (for champions etc)

- Presentation of statements

Very important to be in the right language, i.e. not 'policy language' and not medically oriented

9) STATEMENT SPECIFIC ISSUES

Generic issues for all the statements included cost, how to undertake monitoring/evaluation, and the need for continual promotion and that none were felt to be inclusive of disabled workers.

UNITE felt very strongly that it would also be more inclusive to use the term 'worker' rather than 'employee' throughout all statements.

- o Statement 1

General

One stakeholder felt that this statement was too broad and generalised and would not be effective.

SME concerns

It was also felt that it would be difficult to implement in small organisations.

High level commitment

It was felt that in order to be effective it would need a high level of promotion and strong senior management commitment, possibly obtained through the use of a good business case.

Clarification

More information is needed on what is meant by 'multiple approaches and organisational targets'.

- o Statement 2

Expensive/resource intensive

The majority of stakeholders felt that this statement would be very resource intensive and expensive and that this would be a major barrier to implementation. It was also felt that evaluation and monitoring may pose difficulties both in terms of practicalities and also in terms of cost/time.

Health check/need for expertise

This statement needs to clarify whether the health check is a medical check or a fitness test. This was raised as an issue by a number of stakeholders. There were concerns from a number of stakeholders about confidentiality of the health check and the possible need to outsource this service to ensure confidentiality and expertise.

Legislation v voluntary

Some stakeholders felt that this statement would only work if the statements were enforced/through legislation. However, one stakeholder already felt it was a little 'big brotherish' and would have to remain voluntary.

Flexible working

In order to facilitate the implementation of this statement flexible working may be required to allow employees time to attend health checks that, does not come out of their own time.

Clarification

The definition of a 'multi-component programme' would need to be expanded upon.

- Statement 3

Exclusion

There were a number of concerns raised that this statement excludes some people generically, but specifically disabled individuals, those without English as a first language and non-employees e.g. self-employed workers.

Too narrow

It was felt by a number of stakeholders that this statement was far too narrow. One stakeholder mentioned that the NICE evidence review had not provided very good evidence as to the effectiveness of this intervention, so why had this been selected?

It was felt that this statement, (and statement 4) were just an example of things that could be done and other examples should be given. Sexual activity as a form of physical activity was mentioned by three stakeholders as being a useful suggestion – this was found to work especially well within the construction industry both as a form of activity, but also as a means of promoting the benefits of physical activity.

It was also clear to many that this would not work if there was no lift and/or no stairs.

Risks

UNITE raised concerns about fire risks if signs in the stairwell were changed. Risks in relation to injury were also raised unless investments were put into ensuring the stairwell was suitable for increased use.

Clarification

UNITE felt it was important to clarify who would be responsible in case of injury.

UNITE also felt that 'building managers' ought not to be mentioned within the statement.

- Statement 4

There were a range of feelings about this statement. Some felt it would be very effective if it worked; others felt it was pointless and impractical. More than half of stakeholders felt it was too narrow as with statement 3 – that it was merely one example of something that could be done. Other examples included walking trips, lunch time walks, cycling etc.

It was felt to be a little 'big brotherish'.

This statement would need to be relevant to the local area and be locally driven.

Exclusion

There were concerns it might exclude disabled individuals and shift workers.

It was also felt that this statement could exclude some people on the basis of where they lived or worked. For example, those that live far from work might not be able to walk into work; and those that live in deprived areas might not feel safe enough to walk into work. In addition, workers such as those on oil rigs might not really have the option to walk to work (any more than they currently do).

Finally, there were some concerns that some ethnic minorities such as Asian women may be excluded from this statement if it is not appropriate for them to go out walking alone.

Safety risks

Safety risks raised above include risk of physical attack while walking to and from work (especially for shift workers or those living or working in deprived or unsafe areas) – safe walking routes may need to be provided. There was then the concern that if this were done, who would be liable if a member of staff were then attacked while walking along a recommended route?

It was suggested that partnerships with local councils could help to alleviate this risk through the provision of well lit walking routes.

2.2 Public Regulator

Health and Safety Inspector

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

Confused initially about what the statements were. A lot of organisations do not have good policies on strategic things such as work related stress or mental wellbeing etc, so that physical exercise may not be high up on their agendas. Large organisations will have lots of funding and may be fine, but the majority of organisations are SMEs and will not have the facilities to do this. It also depends on the individual organisation's ethos e.g. some organisations demonstrate the "good employer" and use this to promote their business. Others struggle to survive and are not/cannot/do not having this high on their agenda.

- To what extent would extra provision or investment be needed to implement the statements by organisations?

Huge funding issue. If they won't follow statutory requirements, they won't follow this! Evidence concerning health promotion is not good. The unworried unfit you won't get, just the worried fit and the worried unfit will carry on until something happens to stimulate action. . They may well need to be financial incentives – maybe if it's possible, link it to insurance benefits. For example, Within H&S if an organisation can provide robust risk assessments, insurance policies can be lower. Organisations will need outside assistance.

I have heard of some schemes where people go round to their houses to identify what activity they are doing and what they could be doing. There are also “wellness coaches” Would be good to have people doing a similar thing for organisations that are not occupational health as they are more concerned with ill-health rather health. Better to have a sports or exercise provider as an expert. Work is exercise for many people. Muscles trained for activity whether it be work or exercise are the same muscles. A large proportion of employees of the younger male age group are off work with sport not work injuries... Medical people are trained to get people better from ill health. Needs a more positive emphasis. Only small proportion of organisations has occupational health anyway. Barriers will exist re: dealing with sick people in comparison to healthy people.

The experience of Health Action Zones is a good example of how to provide extra provision. The health promotion teams would visit sites and look at current policies, do a basic health wellness check and help develop to develop policies and run events to promote things. There was an award system and an annual award event. Managed to involve medium organisations. Good system. Stopped by changes in funding.

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

Employers may feel burdened. If the employer is doing something TO the employee, it won't give the employee ownership of their health and the process. Of getting fitter. Need this.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

No, people's lives change. Any policy on this would need to be adjustable to different life stages.

People need a collection of reasons before they make a health change e.g. it is recognised that many people stop smoking if they have a whiff of a coronary heart attack. There would need to be more partnership working and more consultation. The message would need to come from many different angles. And involve teachers and children walking more.

- Do you think the statements will be able to be successfully implemented into organisations?

Like to think so, but I have a lot of doubts, unless it can be made very easy for people e.g. providing clothing and showering facilities. For example, it took a long time to get nurses to wear sensible clothing – if people come to work in short skirts and high heels it's going to be hard to get them more active. Maybe provide a passbook scheme whereby a certain number of points of exercise get you a flexi half-day. But, the age old adage – who pays.

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

Profitability, time away from work. Cost. What if get attacked when walking along a recommended route? What if someone has for example a congenital heart defect which is triggered by increased activity? Who is responsible? Who will assess how fit people are for exercise and what type will depend on the size of the organisation, access to occupational health etc. probably few SMEs would have access.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

See previous question concerning additional provision.

- What additional support may organisations need to successfully implement the statements?

Financial support. Help with offsetting costs.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

Depends on how you define 'activity' – does it include sport or fitness. What about leisure activities. How do you assess gardening, house work, shopping. But also need to be aware that people need to be aware that they need to get their heart rate up and some people's activity may not do this. ? Need to provide guidelines on this e.g. 40 minutes of gardening, half hour walking, not just expect people to go to the gym.

It will depend on the organisation and you will only get the worried fit rather than the unworried unfit. Those organisations that are large, have a good business ethic like M&S will be fine.

- What potential barriers could be foreseen by some types of organisations in adopting the statements? With practical experience in mind how best these might be overcome?

See above for some of these.

- With practical experience in mind how best these might be overcome?

Provide showers and lockers. Provide promotion of local heroes. Identify individual motivations for the employee not the employer. Many of my thoughts about these issues are covered above.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

You'll only get the worried fit. Some will not understand them, some will not notice them. More likely to keep impetus if include all staff. Chief Executive and board downwards, employees upwards.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

Depends. May need to use local heroes e.g. Ricky Hatton got women from local ethnic groups doing boxing because of his inspiration.

Women tend to use the gym more to make them feel healthier and slimmer; men tend to do sport (where is the shift from fitness activity and sport. Again some sports can be quite unhealthy e.g middle aged men playing 5 aside football once a week and not really fit enough. Squash is a particularly dangerous sport with a high risk of eye injury, sudden bursts of raised blood pressure. Another interesting issue which is seen in leisure facilities is that for the gym, people have induction but for 5 a side for example they don't. Therefore if the employer recommends the activity, who is responsible for the inductions?

Shift working can be problematical. A constant shift pattern makes it easier to make arrangements. For example, at our pool, one worker comes for a swim after his shift before going home to bed. However, shift working can be tiring and there may be less enthusiasm for exercise... Flexible shift workers will struggle more as it is much harder to make specific arrangements. Home workers should in theory be in the best position, but if they also have a young family or a caring responsibility, they may be too tired and find it hard to fit exercise in. Employees with a caring role may be too tired from the emotional drain, as much as the physical side.

Drivers tend to have problems with obesity, do long hours and can be hard to target. They often have a poor diet.

Migrant workers may not have settled lifestyles, much money, access to facilities, long hours, poor English and it may be hard to fit a fitness routine into their lives. They may also have a different cultural attitude to physical activity. Same with those from different ethnic backgrounds.

Some gyms cater for disabled people although they don't seem to have a very high usage rate. Need to work out why.

Educational background may also have an impact of take-up of this initiative.

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

-

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

Might not be appropriate for different cultures to go out on your own. Buddy pairing for women's running made a difference. Also if you live in a rough area, might not be sensible to walk to work. Depends what is available to you.

May depend on employment status also. What about those that are not in work – could we get them into activity through jobcentres? The most unfit are those NOT working

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

Walks within the community for people to take part, but what about high-heeled shoe wearers? Look at Norway and Sweden – they have active lifestyles, it is more ingrained in their culture. Health is also ingrained more in their culture. They had an alcohol problem and they dealt with it. What did England do – extend the drinking hours!!

Part 2 Statements 1 and 3

1. What would need to be done to make the statement work in workplaces?

Important to look at short and long term objectives; think about how to monitor and evaluate; provide awards; benefits; need marketing and advertising budgets; need to work together and link to other policies that are positive such as wellbeing.

Simplicity is very important. Make sure organisational aims come from the top. Get senior management buy-in. Have senior management as role models.

2. To what extent do you think that this statement would be effective in workplace?

Can have policies, but does this mean people will take notice of them? Must be simple. Promote all the time, perhaps in wage slip, newsletter etc.

3. If this statement would not work, why not and what would work?

3) People don't read signs – don't get their attention. Promote sex as a form of activity!

4. What are the barriers to and facilitators for applying this statement?

Clothing e.g. women walking in trainers instead of high heels. Those at work however are much fitter than those not at work. What about the unemployed?

5. Can you think of specific examples where this statement would and would not work?

Local schools could help by making eye-catching posters. Get the community involved. Suggest step by step – try walking one flight, then next week two flights, rather than all at once. Get people to plan their exercise at the same time as they plan their leave. Make it something realistic that needs booking in.

6. What would be the implications for different groups of workers of implementing this statement?

-

7. Are there any gaps in the statements that you feel need to be filled?

Nope other than examples/case studies of what people can do; benefits to employer and employee; and necessity to work together in partnership.

Check out Scottish Backs initiative.

Perhaps need to look into building design/architecture.

Be wary. Do not embarrass people who cannot exercise. For example, one lady was upset because she took the lift to the first floor and when asked “what about the stairs” she replied that she had bad Rheumatoid arthritis.

2.3 Employers Organisation

NOTE: employers do not see NICE as an authority figure on general employment issues and NICE are not seen as a credible source of information. In addition, promoting physical activity at work is not seen as appropriate use of employer time.

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations’ policy (regarding promotion of physical activity at work) and why?

I won’t have any impact whatsoever. Employers just won’t get them. They will either already being doing this; or they will not have any interest in it.

Many feel it is not their business to interfere in the health of their employees. Those that do have a culture in which this is acceptable are only successful if they link in their individuals’ own lifestyle/activity plans.

- To what extent would extra provision or investment be needed to implement the statements by organisations?

Wouldn’t as it won’t have any impact. Consider if this is to be within employees’ own time, or within working time.

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

Depends on the organisation – if already doing it, no change; if not, probably won’t be interested.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

One-off won’t work. It would probably be voluntary participation and therefore will end up dying a death – it won’t go anywhere.

- Do you think the statements will be able to be successfully implemented into organisations?

No.

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

Unfairness – some employees will take time out of work and this will increase the burden on their colleagues.

There may also be concerns about liability in the event of accidents or injuries remembering that sports related injuries are quite numerous; and discrimination for disabilities e.g. if they encourage use of stairs over lifts.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

It's not rocket science! Very simple messages are needed, so they ought to have sufficient knowledge.

- What additional support may organisations need to successfully implement the statements?

None – they're already doing very well in terms of promoting smoking cessation, but making exercise compulsory and doing this effectively is not an employer issue.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

All the same, no differences.

- What potential barriers could be foreseen by some types of organisations in adopting the statements?

Organisations may be viewed as interfering in their employees' personal lives.

It depends on the organisational culture, some are active, but it will be hard to change the culture for those that have a 'slob culture'.

- With practical experience in mind how best might these be overcome?

Changing culture can be hard, but for example you can use medical interventions e.g. the nurse telling people they are overweight, but this has its own problems. See below.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

With fear that this will be about 'culling the unfit'. Fear of discrimination. May dig heels in as suspicious of intentions. If employees are not willing to participate, it will all be doomed.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

These terms are bandied about and used pejoratively with no real thinking behind the language. For example many migrants workers once given reasons for doing things are very keen to engage. Those described as “hard to reach” are often really not that hard to reach at all!

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Need to work out the barriers. What workers say however is a barrier is not necessarily the real barrier, but just an excuse. For example, they may say they need flexible working, but when they get it, they just go home, rather than do more exercise.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

-

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

There is a general sense in Britain of the need for wellbeing to be promoted. The workplace can help with this, but it shouldn't be taking strides ahead.

Some organisations will need the offer of external resources, while others will do it in-house.

Part 2 Statements 1 and 3

1. What would need to be done to make the statement work in workplaces?

Statement 1 is typical mumbo jumbo. Too many policies anyway!

2. To what extent do you think that this statement would be effective in workplace?

Not really.

3. If this statement would not work, why not and what would work?

Statement 1: how would you ensure that the whole workplace is active? An organisation-wide policy would be ineffective for this type of activity. Too broad and generalised, not specific enough, a bit “motherhood and apple pie”.

4. What are the barriers to and facilitators for applying this statement?

Statement 3: what about use of stairs for disabled people? There is a reason for having lifts! It would be more effective to just stop the lifts, but this is not practical. Useful information, but most people already know this.

Also possible concerns in relation to liability in the event of accidents or injuries remembering that sports related injuries are quite numerous.

5. Can you think of specific examples where this statement would and would not work?

There may be no desire within an organisation to do any of this – it would be like flogging a dead horse.

6. What would be the implications for different groups of workers of implementing this statement?

-

7. Are there any gaps in the statements that you feel need to be filled?

Obligations on individuals – unless individuals have a desire to make it work, all the signs and policies in the world won't make a difference – they have to believe in the benefits to themselves.

Needs to be made clear that this promotion of physical activity is not for employers to do things for employees, but for employers to help employees help themselves.

Need to emphasise that committed and compliant firms are doing all the initiatives (exercise, diet, sensible drinking drugs alcohol etc) to support a happy healthy workforce and recognise that the workplace is an important medium to provide information and reinforce messages for workers and their families. Should highlight that this has to be on a voluntary basis.

2.4 Professional Association

Head of Devolved Government and Health Policy

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- o How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

Depends on who reads it. 90 odd per cent are small organisations, half of enterprises are large, half are small. There will be a difference between large and small organisations. Might be easier to communicate the messages in a small organisation, but there will be more resource in a larger organisation.

- o To what extent would extra provision or investment be needed to implement the statements by organisations?

Depends on size and whether they're doing it already. Those that are starting from scratch may require more investment. For small organisations it's likely to be about priorities and what matters most to them.

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

Again it depends. It will be different for ICI or the NHS, than it will be for the local sweet shop.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

Continual basis.

- Do you think the statements will be able to be successfully implemented into organisations?

Yes and no. Not 100%. Immense resource to monitor. As it's not legislation it may be harder to encourage implementation.

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

Guess so. If prescriptive – hard to climb stairs for some people, there may be legislative issues e.g. need to do risk assessment for diverse conditions.

If you say someone is overweight, this is a problem. Need to make sure you don't do this in a way that people will feel picked on. Some people can't change their weight due to exercise, as it might be exacerbated by a physical condition (e.g. thyroid problems). It will also be important to take into account anxieties that some people may have around physical exercise. There may be complex issues.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

Not all no. If they're in the business of physical fitness, maybe! They won't have enough knowledge of stuff like taking blood pressure, cholesterol measurements etc.

- What additional support may organisations need to successfully implement the statements?

They will need to be aware of their own knowledge and expertise limitations. Would be useful to have support from an independent source e.g. Workplace Health Connect (HSE) – an authoritative source of expert knowledge. Employers need to know who they can access, they will also need to know about ethical considerations in relation to health checks.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

The basic principles should be fine.

Problem may be in the detail. Small versus large. There may not be any stairs to climb up. Might have trouble in some specialist sectors. If use a multiple approach might be okay. Cannot be too prescriptive or detailed.

- What potential barriers could be foreseen by some types of organisations in adopting the statements?

Size, specialist, too specific, too prescriptive. Language of statements – what does being “sustainable” mean?

- With practical experience in mind how best might these be overcome?

Use normal language when drafting the statements, not policy language.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

Variable. Tend to react to health favourably, but get concerns about ‘nanny state’.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

Case studies would be needed in these areas to help employers understand any issues and to provide ideas on how to avoid any problems.

Homeworkers sit still a lot and get stiff.

Migrant workers, those without English as a first language and people of ethnic minorities may have language or cultural differences. These will need to be taken into account.

Pregnant workers will require specific medical advice.

People with disabilities, including mental/psychological (e.g. anxiety) will need to be considered also.

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Benefits of physical activity e.g. feel better, more energised. Need to tailor activities to individuals. Provision of case studies would help showing both short/immediate and long term benefits.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

Better off people take more notice. There is likely to be a class difference.

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

If encourage the people at the top that this is worthwhile/important, it will be more likely to happen. Create local partnerships to encourage people. Must provide business case, benefits concerning sickness absence. Must all be provided in the right language for board members also.

Part 2 *Statements 2 and 4*

1. What would need to be done to make the statement work in workplaces?

Statement 2 – informing is easy, the health check might be tricky – they’d need outside advice.

2. To what extent do you think that this statement would be effective in workplace?

Statement 2 – could work, but would need external support.

Statement 4 – could work. For example, pop down the corridor instead of calling.

3. If this statement would not work, why not and what would work?

2 – would need external support. Single measurements are also bad.

4. What are the barriers to and facilitators for applying this statement?

Don’t need a complicated strategy, best to have it simple.

Fitter, healthier workers.

Don’t be too prescriptive.

Devote time in terms of accessing expert advice.

Might be expensive, might have time resource implications – buying 400 pedometers is pointless if they don’t use them.

May have employee resistance.

Health and safety risks, pollution especially in a city, got to be sensible and not be too prescriptive – include lots of options and examples e.g. if live in a location where it’s not possible to walk to work at all, use the stairs more often.

5. Can you think of specific examples where this statement would and would not work?

Dunno.

6. What would be the implications for different groups of workers of implementing this statement?

Statement 2 – health checks – if already got a condition and receiving health advice already, the two sets of advice may conflict with one another. Need to avoid this.

Statement 4 – disabilities and anxieties – need to ensure that initiatives can be adapted individually and employees are offered personal advice and support.

7. Are there any gaps in the statements that you feel need to be filled?

Information on mental health, links to mental health – e.g. many people stop exercising due to depression; many people find their levels of mental health increase with increased physical activity. Important to link statements in different areas. Difficult to consider in isolation.

2.5 Charitable organisation

Managing Director

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

Very easy for people to ignore. Need a link to transport policies from the links to walking and cycling. Will require a change of lifestyle from people.

- To what extent would extra provision or investment be needed to implement the statements by organisations?

Quite a lot of resources and investment especially from management as there is a lot of onus on the organisation. This may be a barrier.

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

NICE evidence review did not provide any evidence for statement 3, so why has it been included? Need to reword the statements and think more about the benefits. Statement 4 should include cycling as well as walking.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

Ongoing.

- Do you think the statements will be able to be successfully implemented into organisations?

Maybe for some, not all. Hard to get buy in from management.

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

Yes the cost. Return on investment. Will statement 3 for example work? Statement 2 may cause a backlash from staff – what role should the organisation be playing in the health of its employees?

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

No. Definitely not. They don't have enough knowledge of behaviour change.

- What additional support may organisations need to successfully implement the statements?

Tried and tested interventions designed for them. Experts in behaviour change and interventions design. A lot of support.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

Easier for large and public. Tend to be better resourced with HR and time. Totally depends on the culture and organisation.

- What potential barriers could be foreseen by some types of organisations in adopting the statements?

Resource, time and money, lack of expertise.

- With practical experience in mind how best might these be overcome?

Make the statements easy to take up, provide examples of interventions, make it cheap, make it fun. Would be good if a Government body were to co-ordinate this somehow. Need to promote the benefits.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

Depends on the individuals. They may wonder why the organisation is using its money doing this. Why also is cycling not an option?

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

So many audiences, not all statements apply. For example, statement 3 would not apply if the organisation does not have any stairs! Some work sites are better set up to incorporate these statements and activities. May be harder for example, to run the programmes in a factory than an office. Walking distances can be quite far, by promoting cycling and walking you are then making active transport and option for more people.

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Incorporating physical activity into every day life, linking to other policies, promoting cycling/walking to work – need to provide benefits to organisations and individuals e.g. Walking and cycling can save £500 a year car parking costs per employee.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

Some will be less proactive, factory workers, manual labourers, lower paid jobs etc. If there is no HR manager, there may be no commitment to health.

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

Get organisations to see the benefits for them, make it easy, cheap and fun. Make it relevant.

Part 2 Statements 2 and 4

1. What would need to be done to make the statement work in workplaces?

2 is resource intensive, got to reduce onus on organisation right down, get someone external in or link it with their existing budgets. 4 needs to include cycling as it is more practical – can link with other national cycling activity as well, e.g. Skills training and Bike Week etc.

2. To what extent do you think that this statement would be effective in workplace?

2 totally depends on the amount of resources available and the level of commitment. 4 needs to include cycling as well as walking might exclude those living further away.

3. If this statement would not work, why not and what would work?

-

4. What are the barriers to and facilitators for applying this statement?

2 requires a lot of time and financial resource – this will be a barrier. 4 will not be an option for many people, although some public transport has a walking element required. Could promote use of sustainable/public transport for work trips etc.

More productive, healthier staff should encourage others.

5. Can you think of specific examples where this statement would and would not work?

2 might not work in small organisations as not enough resources; 4 might not work as walking is not an option for everyone.

6. What would be the implications for different groups of workers of implementing this statement?

For statement 4, those that live more than 3 miles away might struggle to walk to work and thus they would be excluded from the intervention, where as if cycling was included in statement 4 then it would be relevant to more people. 2 may tread on people's toes. If concerned about their weight they may feel they're being picked on.

7. Are there any gaps in the statements that you feel need to be filled?

Why is cycling not included in statement 4, or walking trips?

There is also a lack of behaviour change goals – need to make it relevant to staff and appropriately targeted.

2.6 Occupational Health Company

Medical Director

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

Agree entirely with Statement 1 as it is quite strategic. The others are more operational and not appropriate for a policy, they do not make me enthusiastic. People will ask "Why should we?" There is a lot of evidence about the financial benefits of doing health initiatives and this is what is needed.

- To what extent would extra provision or investment be needed to implement the statements by organisations?

They'd need to do it but would definitely need additional investment, it will be important to prove the business case for this.

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

Depends on the organisation and how important they view this issue. Some will already have policies in place and will be able to jump right in, others will just ignore it.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

Continual process. If implemented correctly it will take on a life of its own. If do it slowly, bit by bit, can develop a culture within which is would be more sustainable.

- Do you think the statements will be able to be successfully implemented into organisations?

Certainly. Depends on the statement though. For example walking is not always possible – the physical location of the workplace may have an impact. The more operational statements (3 and 4) might not be applicable and organisations might struggle.

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

Not as such. So long as they implemented properly with proper consultation there should be no innate risks.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

No. Occupational health as a whole is an issue as many do not have any access to OH. They don't understand it. The business case will be very important as will providing examples.

- What additional support may organisations need to successfully implement the statements?

Access to resources, ideas, case studies, what they can do, access to health promotion activities for example, the Scottish 'Healthy Working Lives' initiative provides a helpful framework within which organisations can work.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

Statements 1 and 2 will be fine for all. 3 and 4 may cause issues – for example they may depend on the physical location of the company e.g. an oil rig in the north sea might struggle! As might call centres, those living in rough areas, those working shift patterns etc. Would be better to take out what people should do and just give examples of what they could do.

- What potential barriers could be foreseen by some types of organisations in adopting the statements? With practical experience in mind how best might these be overcome?

Getting enthusiasm from staff, especially from senior management. Needs to be their core work, which comes back to the need for a business case.

- With practical experience in mind how best might these be overcome?

Getting a multidisciplinary team together to ensure it is relevant to everyone, not just made up of medical staff – get manager, trade union reps involved etc.

Communication is very important – good to highlight the advantages for individuals also.

Need to make it fun for everyone – need to ensure you get the unhealthy people and unfit people involved also – getting their interest is the hardest, but once you have it, you're there.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

Statements 1 and 2 will be fine; 3 and 4 will cause more problems as too directive.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

As above. Need to ensure organisations offer a variety of activities (not one fits all) and then will be fine. Issues for example in that some people with disabilities might not be able to walk to work or climb the stairs.

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Incentives are very important. For example offer a t-shirt or some kind of gizmo, a winner's badge, or a charitable donation for the team that wins. Could set up teams that compete against one another in achieving a physical activity target.

Important to get senior management on board, if get it as one of their KPIs it will happen.

Also good to link to safety. Safety records improve when health records do – ensure orgs are aware of this.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

So long as there is flexibility and organisations know their own workplaces, there should be no noticeable differences in impact between various groups of workers. Consultation is essential. Give them what they're interested in.

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

Providing business benefits, recognition for achievement in workplace health, links to corporate and social responsibility (providing for example bronze, silver and gold awards as recognition) – need some kind of national recognition for health.

Part 2 Statements 1 and 3

1. What would need to be done to make the statement work in workplaces?

Statement 1 would need buy in from managers, business case, having a framework/structure within which to work. Statement 3 is too prescriptive, discounts part of the workforce, they need more ideas, rather than just one suggestion.

2. To what extent do you think that this statement would be effective in workplace?

Statement 1 would be very effective if done properly, but need examples. Statements 3 and 4 should not be statements in their own right but examples of how to do 2.

3. If this statement would not work, why not and what would work?

-

4. What are the barriers to and facilitators for applying this statement?

Obtaining buy in and providing the business case.

5. Can you think of specific examples where this statement would and would not work?

If the organisation is keen to engage it will be fine! If however they don't understand the benefits, they won't do it.

6. What would be the implications for different groups of workers of implementing this statement?

Statement 1 covers everyone, Statement 3 excludes some people.

7. Are there any gaps in the statements that you feel need to be filled?

Providing examples of what others have done; providing a business case; links to other frameworks and resources (ideas, rather than money or people) e.g. Healthy Working Lives in Scotland.

2.7 Charitable organisation

Director of Operations

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

Depends on the size of the organisation and how feasible it will be to implement. For example it will be very different in a factory to how it would be in an office. Need to encourage managers to spend time on this.

- To what extent would extra provision or investment be needed to implement the statements by organisations?

People will be negative about this as it is a bit 'big brotherish'. It blurs the line between employer responsibilities and public health. A lot of resource will be required to encourage people to cycle to work, especially in London – this in itself will be difficult!

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

Depends on organisation e.g. small versus large.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

Has to be on a continual basis. Cannot be too 'top down', must engage with managers and staff..

- Do you think the statements will be able to be successfully implemented into organisations?

It will be very hard to convince managers and that will be the first hurdle.

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

Don't know. Possibly issues with liability if anyone gets hurt or injured.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

Probably not – it's difficult getting into people's personal lives – hard to get in.

- What additional support may organisations need to successfully implement the statements?

Will need supporting getting people involved with the policy, will need lots of consultation – important to get ideas from employees.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

Bigger organisations with well resourced HR teams will have an increased capacity to implement and monitor the statements. Will be much harder for smaller organisations that may not have a dedicated HR person.

- What potential barriers could be foreseen by some types of organisations in adopting the statements? With practical experience in mind how best might these be overcome?

Negativity among employees. Not wanting to be told what to do, for example a poster saying "Do you really want to have that bag of crisps?" might grate on some people.

- With practical experience in mind how best might these be overcome?

Organisations could offer to subsidise health membership or provide a gym in the building. Will be again harder for smaller organisations. Need to make physical activity opportunities available and accessible, with a steady drip drip of education.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

Negatively, bit big brotherish.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

Shift workers might find things difficult depending on the timing of their shifts. It can be hard enough just to ensure they get enough sleep and to adjust to new schedules, without worrying about how to fit in physical activity too.

Homeworkers might find it difficult to implement as will be harder for organisation to make activities available or accessible.

Pregnant workers should be fine, as this is all about everything in moderation.

Ethnic minority communities may be fine – we can't assume that some would have difficulties.

Having said that, this cannot be a 'one size fits all' measure.

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Could provide group activities such as lunch time running or yoga classes. Organisations could provide a room to do yoga in (for example) for an hour at lunchtime – something that is more acceptable and doesn't raise so much the need for a complete change of clothing or for showers.

Recent BHF adverts concerning drinking oil are quite effective – posters around the workplace might help – key health messages. However, people won't want bombarding as otherwise it might feel like they're in a GP waiting room.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

Don't know. Cannot be one size fits all, can't make any assumptions, but should expect take-up to be different between all sorts of different groups.

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

Education. Explaining risks re: lack of physical fitness e.g. diabetes, heart disease, need to provide reasons for participation e.g. lower life expectancy, lower quality of life if inactive.

They need incentives. Some relate well to camaraderie. Might be very different in small organisations.

Part 2 Statements 1 and 3

1. What would need to be done to make the statement work in workplaces?

1 Need ongoing support, priority at senior management level that HR is doing it. 3 Managers need to lead by example rather than just get employees to take part. Need to be careful that don't get big brotherish.

2. To what extent do you think that this statement would be effective in workplace?

1 Won't happen instantly, need realistic timeframes. 3 May stick up posters, but might not actually increase activity...

3. If this statement would not work, why not and what would work?

-

4. What are the barriers to and facilitators for applying this statement?

Don't want to be told what to do; too much to do already with other government targets; some good people might get it, but most won't; it's a tall order!

5. Can you think of specific examples where this statement would and would not work?

1 Won't work in small organisations. 3 If managers don't lead by example, won't work. May need to implement a different kind of strategy.

6. What would be the implications for different groups of workers of implementing this statement?

-

7. Are there any gaps in the statements that you feel need to be filled?

Need to figure out what's going to happen and how to measure it.

Matching scheme might work e.g. for every mile you run, the employer makes a donation to a charity chosen by all staff.

Large employers could have 'houses' like at school, and make it more competitive. Need something to jazz it up a bit. Maybe ideas, or supporting suggestions.

Need incentives. Those who do things anyway in this area will be fine, those that don't will be the ones hard to reach and they're the ones we want to reach. However, may have some disadvantages e.g. can sign up for 5/10K charity fun. If offer incentives, you may be disadvantaging disabled employees. Need to be careful about this and think about it before recommending anything.

2.8 Leisure Centre

Regional Director North

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

As an employer Parkwood is in a unique position as they are able to offer free facilities on site for all staff, and those that work for Parkwood have a natural inclination to exercise anyway. As such they have been ahead of the game for years in relation to promotion of physical activity. As such the statements are likely to have no impact on Parkwood as an employer.

As a business, there may be a significant impact however, particularly if more local companies want to become more involved in subsidised corporate membership schemes. Many leisure centres will try to engage anyway with local companies to sell the scheme so these statements may increase the numbers of businesses wishing to take up these schemes.

- To what extent would extra provision or investment be needed to implement the statements by organisations?

Organisations will need to promote physical activity and may need to look into business benefits before even considering implementing the statements.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

It is important to continually promote.

- Do you think that the statements will be able to be successfully implemented into organisations?

Yes, although it depends on the individual organisation. Some will adopt them better than others. For example, a local haulage company would probably just ignore it, especially if there was no-one there interested in exercise.

May be a challenge for private organisations as they will just think “What’s in it for me?” It is important to sell the benefits, i.e. provide the business case, in terms of reduction of stress, coping better with stress, decrease in sickness, decrease in absenteeism e.g. Sefton Borough Council have positive results in terms of a reduction in absenteeism as a result of participating in a business physical activity scheme.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

Might be tricky e.g. the hypothetical haulage company might have no employees with an interest in exercise or with any knowledge of exercise. It will be important to identify champions within an organisation to promote the statements.

- What additional support may organisations need to successfully implement the statements?

Information about business benefits; and also information to offer to employees about health benefits, any tax benefits, subsidised gym membership options etc. It will be important to think laterally.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

See above for comments re: private organisations. They will think “What’s in it for me?”

- What potential barriers could be foreseen by some types of organisations in adopting the statements? With practical experience in mind how best might these be overcome?

Issues for organisations with no ‘champion’ or where the business benefits are not clear to them. Not all the ideas are very practical either, for example, Statement 2 suggests walking to work – this might be difficult for those organisations where people have to drive or get public transport due to location. Our society is cash-rich/time-precious and as such people will not be willing to incorporate physical activity if it disrupts timing of things. The most common reason people give for quitting their gym membership is not having enough time. It is important to bring down the time element e.g. classes could take place in offices on site, rather than employees having to go down to their local leisure centre. It is important to think laterally.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

Mainly positive as there is massive awareness in the media about issues such as obesity for example. Most people think they don’t do enough exercise and the challenge is how to motivate them.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

They should be! Leisure providers should provide equitable services – for example there is a scheme sponsored by Sport England to ensure facilities are available for those with disabilities. Consultation with staff is essential however to establish any differences in requirements between different groups and to establish to most appealing forms of exercise.

- (Prompt if necessary) Thinking particularly about:

- Women versus men

Tend to prefer different types of exercise. For example keep fit classes and swimming seem to appeal more to women and free weights to men. It is important that employers recognise this and provide for both men and women.

- Shift workers

This can be a problem so in this case employers could consider putting in place on-site facilities (e.g. a small gym) – most leisure centres don’t provide facilities between the hours of 11pm and 6.30am. Fire services often do this.

- People without English as a first language

There is a big increase in Eastern European gym members at the moment at Parkwood. If employers find this to be the case within their employees, they will need to consider printing materials in other languages to accommodate all their workers.

- People of ethnic minorities

Need to ensure that facilities are available for all ethnic groups. For example some ethnic groups do not allow mixed activities, such as Asian women may need ladies only swimming nights and be more fully clothed while swimming than other ethnic groups.

- People with disabilities who may experience discrimination

See comment above about Sport England sponsored scheme.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

See above for comments on this. Staff consultation is essential.

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

As discussed before the business benefits need to be highlighted – what is in it for both the employer and employee.

Part 2 Statements 2 and 4

1. What would need to be done to make the statement work in workplaces?

Leisure centre operators and managers must be involved with the processes and with each statement to encourage others and to ensure activities are appropriately recommended, planned, implemented etc.

2. To what extent do you think that this statement would be effective in workplace?

Statement 2 would be effective, just need to promote it effectively. The actions would work somewhere like a gym, but might be harder elsewhere. Providing a health check shouldn't be linked to the employer as some people might worry how the information is used. It must be confidential, perhaps linked to a local GP or leisure centre. Health checks are a very good idea, but needs to be promoted and must be confidential and independent. People may worry about losing their jobs based on the outcome of their health checks. Some good example of national schemes (better than just work-related schemes) include the national blood donation services, and Juggernauts (breast screening).

Would work better for perhaps front line staff than managers, as they are more likely to have social support at work and be able to find an 'exercise buddy'. It is much easier to keep going if you do exercise with others e.g. Stuart used to participate in a running club at lunchtime ranging from a cleaner to the head of accounts. Supporting each other kept him more motivated. This however might be less likely to work with shift workers, especially if they're all working different hours. This goes back to the issue about needing on-site facilities in these cases. Need to obtain corporate membership schemes from local providers, on site and off site, need choices to allow for different preferences – need to make best use of what is available otherwise it won't be sustainable.

Very important to consider who would be available to provide advice and support. Would Occupational Health Advisors do this, or would they enlist the support of a qualified gym instructor? Better someone qualified.

Flexible working policies can be difficult for some organisations e.g. within a leisure centre, the lifeguard must be there at 7am when the pool opens, there is no flexibility on this. There may however be room for flexibility at lunchtime.

Incentive schemes: subsidising physical activity at work would work well e.g. employer and employee pay half each.

Statement 4 might be more effective outside work – not always possible to walk to work, cycling can be more appropriate, but then arriving for meetings while sweaty and hot might not be welcomed. Better to encourage a more active lifestyle generally e.g. more gardening, having a kick around, walking to get a loaf of bread at the weekend rather than driving – where there are no time pressures. Can't provide incentives to encourage people, to walk to work because this penalises those who live further away.

3. Are there any gaps in the statements that you feel need to be filled?

2nd statement is a bit 'big brotherish'. 1st statement is the best.

Need to first provide health checks for free, both independently and confidentially – perhaps at the local leisure centre. Need to keep an eye on health as a matter of course – health MOT. Men especially are bad at going to doctors until something is REALLY wrong.

Secondly if identify a health problem work out what you need to do about it – e.g. what form of exercise/changes to lifestyle.

Third step is to actually do the exercise.

2.9 Service provider

Director

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

Very confused with these statements. Where are they aimed at? They are blanket statements to cover all types of organisation. They will have no impact at all.

- To what extent would extra provision or investment be needed to implement the statements by organisations?

Further investment at partnership level between NICE the individual organisations – organisations need to know the benefits to themselves and have the statement tailored to themselves.

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

Depends on individual organisation, some are more advanced than others. Some have not even looked at this issue.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

Continual work. Could do one-off, but the return on investment will be limited if not negative.

- Do you think the statements will be able to be successfully implemented into organisations?

Generally no, too much of a blanket approach, too wide.

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

There is risk in terms of not getting the return on investment back, and employee morale/productivity may not go up.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

Hugely variable. Depends on organisation, some are very advanced, have a lot of resources, have the right skills in-house; others will need to access the expertise externally.

- What additional support may organisations need to successfully implement the statements?

Someone needs to listen to what the organisations actually want. Need the starting point of finding out from them what they need and want in order to ensure the statements fit them.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

SMEs will struggle. They need more information on benefits and why to do the work. The ones that will be hard to reach are the 'hard to reach groups' and they are ones we will need to reach.

- What potential barriers could be foreseen by some types of organisations in adopting the statements?

Time, financial, skills, capacity, environmental e.g. heavy industrial sites may not be conducive to walking outside or setting up facilities in-house. May be very limiting. The statements don't take environmental issues into account.

- With practical experience in mind how best might these be overcome?

Listen to the workforce and learn from the organisation – tailor to organisations.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

Very mixed. Some will feel patronised and like they're being told what to do. The more educated/professional, may be more embracing of the ideas.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

Again, the statements are blanket statements to cover everyone, so it is down to how they are implemented. They need to be tailored to organisations and individuals.

There may however be some issues with those with a very tightly structured day; Asian women; and shiftworkers, especially those working in heavy manual sectors.

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Flexible working.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

Are they going to have any impact on health inequalities at all? Probably not. Depends what people do with the statements and how they promote them as to what impact of effect they have on health inequalities.

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

Within business context need to be sold the advantages, why they should take the statements on board e.g. morale and productivity will go up.

There is no or little hard evidence to draw upon, need case studies, need information on return on investment, information on recruitment and retention.

Part 2 Statements 2 and 4

1. What would need to be done to make the statement work in workplaces?

2 need a health champion in the organisation to encourage people and they would need to be allowed time and money resources, have this as part of their job role.

4 would need motivation and encouragement from the organisation. Is it feasible? For example, in terms of geographic location, do they have changing rooms for staff?

2. To what extent do you think that this statement would be effective in workplace?

2 could be effective. Larger programmes can be really good so long as they involve monitoring and evaluation so that they change as the organisation changes. Will be interesting to see where the health check issue goes within government also, as this has been raised as an issue.

3. If this statement would not work, why not and what would work?

-

4. What are the barriers to and facilitators for applying this statement?

Morale and productivity would go up.

Want a good reputation – want to be seen as a good employer, moral rather than legislative reasons. Want to give something back to their employees.

Concerns with financial cost, return on investment etc.

5. Can you think of specific examples where this statement would and would not work?

2 would work in a large organisation that has the infrastructure, culture, skills and resources necessary.

4 would work in both large and small organisations.

6. What would be the implications for different groups of workers of implementing this statement?

Before implementing 2 you would expect organisations to have addressed any issues for different groups of workers prior to implementation, through consultation.

4 might be difficult if people need to come into work and get changed and then do shift work for example, depends on the person.

7. Are there any gaps in the statements that you feel need to be filled?

Need to have supporting documentation provided to organisations before they even look at the statements. This needs to include why business might want to take the statements on board. Need information about whether primary care will be working with businesses, what about partnership working. NICE need to figure out where organisations will be able to obtain expert advice from and point them in the right direction. How do they develop their own partnerships? They will need guidance. They will need information on the advantages to the organisation of implementing the statements, business benefits and case studies.

Then they need the statements.

2.10 Public Body that promotes sport in the community

Policy Manager

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

It will have an impact but they're not strong or detailed enough to have much of an impact.

- To what extent would extra provision or investment be needed to implement the statements by organisations?

Wouldn't need much. Some are small scale and not at all costly. Would need more time and staff resource however.

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

They wouldn't need a complete redesign. More about inclusion in business strategy and other policies such as travel.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

Continual basis.

- Do you think the statements will be able to be successfully implemented into organisations?

Yes, most of them are fairly easy.

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

No, there should be only benefits.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

No.

- What additional support may organisations need to successfully implement the statements?

Guidance pack like BHF packs; PCT's provision of health check; where to go for expert advice etc.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

Should all be doable as all quite simple. Might be difficult for those organisations with dispersed sites however. Also SMEs may struggle and those with shift workers may encounter more probs than most.

- What potential barriers could be foreseen by some types of organisations in adopting the statements?

Where the office is located – geography, whether they have any stairs etc.

Shift working might create a barrier.

Time and staff resource might be an issue.

Also where to go externally for expert advice.

- With practical experience in mind how best might these be overcome?

Re: shift workers, ensure you take into account different timings for staff.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

Fairly positively.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

The type of work may cause more of a problem than the type of worker e.g. shift work, those on fixed and rigid working patterns such as call centre workers.

It is important to ensure that activities are available for all types of people, shouldn't be difficult.

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Lead by example. For example one City Council had a Chief Exec who would lead the lunch walk and this encouraged others to participate also.

Flexible working.

Giving staff resources and time to organise activities as part of their jobs, rather than as an additional responsibility out of working hours. Use of champions.

Financial incentives e.g. bike/mileage schemes, subsidised membership

Need good promotion e.g. create a website with walking routes

Need to focus on creating a healthy workplace culture.

Ensure that there are targets and plans for the work and that these are reported on to the board annually.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

They shouldn't do particularly. Need to factor in people's lifestyles when designing the activities and take into account any differences e.g. language when producing printed materials.

Can post information up around the office and in any onsite work bars, for example.

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

Financial – look at insurance organisations and see what can be offered. Perhaps link in with a national healthy workplace standard e.g. IiP. Once people start doing this, there will be more incentive to do it, as organisations will then start doing it to attract staff e.g. KPMG, who would use this kind of thing as a recruitment and retention tool.

Part 2 Statements 1 and 3

1. What would need to be done to make the statement work in workplaces?

Statement 1 would work if progress was reported to the board e.g. CR index, on an annual basis, use of a policy plan etc. Would also need to allocate staff resource, link to other HR policies and make the new programme sustainable.

Statement 3 but may need promotion such as using a ban the lift week, link the activities to challenges, provide points and/or pedometers for what is achieved, make the stairways more attractive using pictures, repaint it, better lighting.

2. To what extent do you think that this statement would be effective in workplace?

Statement 3 would be effective as signs are effective. However, the evidence raised cycling as being more effective. Why was this not included or mentioned?

3. If this statement would not work, why not and what would work?

Design of building may make statement 3 difficult. Need to engage local authorities, architects and planners in designed of building so that the designs encourage people to be more physically active. Sport England has a web link to a checklist for architects when designing buildings.

4. What are the barriers to and facilitators for applying this statement?

Cons: policy development may require financial resource to change the physical environment; not got enough knowledge or awareness of issues; not got capacity or time/time and staff resource.

Pros: most interventions are small scale and not costly.

5. Can you think of specific examples where this statement would and would not work?

Statement 1 wouldn't work if it wasn't a large enough firm and didn't have a HR policy – may not know what national health policies are. Statement 3 would not work if they did not have stairs.

6. What would be the implications for different groups of workers of implementing this statement?

Disabled workers may struggle with statement 3. It must be based on consultation, not everyone has access to email/internet either so this must be taken into consideration. There may also be problems with low levels of literacy among people, or issues with English for migrant workers and those without English as a first language.

Shift workers may also experience difficulties.

7. Are there any gaps in the statements that you feel need to be filled?

Statements

Need to be more detailed and more explanation in the statement.

The statement should include reference to multiple approaches – is this a complete physical activity log, or just multiple walking approaches?

Need to look at 'those who should take action' as not all seem to make sense e.g. statement 1 is not really for employees. The statements should all be aimed at employers, with one separate statement for employees and their responsibilities i.e. to be champions, to encourage others, to participate in consultation, to actively participate in activities.

Statements also need to make clear that they should provide for everyone regardless of background or job type.

Need to raise issue of cycling, not just walking.

Make links with related initiatives such as healthy eating.

Supporting information

Information on impact of statements – research, provision of business data for research and evaluation purposes. Need information on sickness absence rates, morale, productivity etc. This is needed to be provided for them, as well as information on how to do this for their own organisation.

2.11 Trade Association

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

Not sure they'd impact organisational policy of organisations. Minimal effect. They may consider it if they don't already have something. There will probably be two reactions: one that they're doing it anyway; the other that they aren't doing anything yet and have no time anyway.

- To what extent would extra provision or investment be needed to implement the statements by organisations?

Depends how deeply they want to go into it. Will they be providing generic advice or individual advice? If individual, the time and financial cost would be significant. May also depend on the size of the organisation. Cost for a larger organisation may be very large in comparison to a smaller organisation, but cost per head may be much larger for a smaller organisation.

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

Depends.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

Not one-off. Nothing is ever achieved by a one-off intervention, unless you offer to pay them £1 million! They will require several iterations of the message, unless it is relevant to their day to day running of the business.

- Do you think the statements will be able to be successfully implemented into organisations?

Yes, they could be. "Nice to haves" will be fine. They're not too specific or too prescriptive.

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

Injuries if not able to give proper advice. Also may end up raising level of expectations of staff e.g. they may then start asking for coffee machines etc.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

At a "good thing to do" level, yes. At a "how to do it" level, no.

- What additional support may organisations need to successfully implement the statements?

Experts and expert advice e.g. nutritionists, physical exercise experts etc.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

As they don't suggest doing anything that is detrimental to health, it should be fine for all types of organisation.

- What potential barriers could be foreseen by some types of organisations in adopting the statements?

Cost, financial issues, time, commitment to doing it, how it fits in with people's lives and lifestyles.

- With practical experience in mind how best might these be overcome?

Some organisations see all their employees as the same, but they won't be. Some will go the gym every day, others will eat burgers every day instead. Need to go down to individual level to ensure that the interventions work, but then you have the additional cost issue. How get around this? A grant?

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

Some will think it's great, others will say "You must be joking!"

Feels a bit like being back at school, being told to do these things. Different people will have different views. If some people are thinking about it anyway, and their organisation offers subsidised gym membership, then that may encourage them.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

Shouldn't make any difference, shouldn't detract from the statement.

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Maybe shut the lifts down once a week. They all however have a cost associated with them, so there is a cost/benefit issue for organisations to consider.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

Not at all. Inequality issues are quite often out of the control of organisations and are more of a regional or national issue.

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

Give them a grant. Work out the saving to the NHS if they implement the guidance and provide the estimated difference to organisations in the form of funding.

Organisations will not bother working out their own business benefits generally, so need to provide some supporting evidence for businesses on what saving or benefits there might be for their business or for their employees.

Part 2 Statements 1 and 3

1. What would need to be done to make the statement work in workplaces?

Statement 1 could be implemented in phases. Statement 3 could be facilitated by turning off the lifts once a week. Or providing healthy eating in the restaurant. Link to other initiatives.

2. To what extent do you think that this statement would be effective in workplace?

If 1 and 3 were implemented by organisations, they would be effective.

3. If this statement would not work, why not and what would work?

-

4. What are the barriers to and facilitators for applying this statement?

Cost/benefit argument.

Levels of expertise, what to say to employees, what to advise people to do.

5. Can you think of specific examples where this statement would and would not work?

Not really. If there were implemented the organisation should have done its homework and not attempted to implement unless they felt it was going to work. Therefore, they should all work in organisations that choose to implement them.

6. What would be the implications for different groups of workers of implementing this statement?

May be more difficult for some groups, but they are doable by all groups to some extent.

7. Are there any gaps in the statements that you feel need to be filled?

These statements are instructions about a statement – who does it and how to do it, but where is the actual statement? There is no statement. Needs to provide the statement, or the objective.

Some supporting documentation would be useful such as what's in if for businesses and individuals e.g. business benefits/case.

2.12 Trade Union

Health Advisor

NOTE: Unite would actively like to be named in their responses and do not wish to be anonymous.

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

I won't have any impact whatsoever. It needs to be backed up by promotional activity. Just email, or back up with a campaign. The statements lack substance.

- To what extent would extra provision or investment be needed to implement the statements by organisations?

Time for consultation; focus groups would be needed including employee representatives; extra time would need to be provided to participate in physical activity; time for implementing the statements. Is it about influencing behaviour outside of work, or would the activity take place during work time?

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

Difficult to answer without substance to the statements – they are too shallow at the moment, but I imagine they would change extensively.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

One-off won't work. Must be continual. Will need to think about the policy, consultation and training.

- Do you think the statements will be able to be successfully implemented into organisations?

Think so, yeah. With backing behind them – organisational, simple messages, training, workplace representatives. Need a campaign. If national could use TV, radio and paper coverage e.g. could have a reference in Coronation Street in the sewing shop have some reference to needing to increase physical activity levels.

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

Not much financial risk, but if asking workers to participate in activities, there may be some risk of injury and risks in relation to disabilities.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

No.

- What additional support may organisations need to successfully implement the statements?

Training, expertise, knowledge of physical health.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

Statements are quite generic, so not a problem. Implementation will be difficult.

- What potential barriers could be foreseen by some types of organisations in adopting the statements?

Multi-racial issues – e.g. Muslims’ prayer or fast times.

- With practical experience in mind how best might these be overcome?

Dealing with specific groups, including everyone in consultation, ask them about their own barriers. This is the best way.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

Not much of a reaction. Responses might include, “Boss won’t let us do this due to loss of time,” or “Why should I do this?”

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

Women and men have different physical attributes and need different physical activities; shift workers may experience issues with their body clock, tiredness patterns etc; might be difficult to implement with homeworkers and security might be an issue for them; those in sedentary work such as call centres have very rigid timings imposed upon them and there is no room for flexibility; there may be a communication issue with migrant workers or those without English as a first language; there will need to be different provisions for pregnant workers; there may also be issues with those from ethnic minorities.

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Need consultation and expert advice on any potential differences. If don’t involve workers from the start they won’t do it. Need to take on board all workers’ views.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

Hard to say, not my area of expertise. Will impact different people differently e.g. religious views, and companies will need advice in this area.

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

Run a campaign. Need to provide business benefits, business case, sickness absence (will it reduce levels?), facts and figures.

Part 2 Statements 1 and 3

1. What would need to be done to make the statement work in workplaces?

Need to change references in statement 1 to 'workers' and not 'employees' – many are not staff or employees, but are workers. Say more about what consultation is e.g. feedback from workers at the draft stage. A business case is also needed. In terms of actions, organisations will need to do a survey (who should take this on? Control room premises?).

For statement 3, need to clarify who will take responsibility in case of injuries or disabilities. Concern about changing signs – what are legal implications of changing some signs? Ensure do not create fire risks. Delete the 'building managers' from this statement.

2. To what extent do you think that this statement would be effective in workplace?

-

3. If this statement would not work, why not and what would work?

-

4. What are the barriers to and facilitators for applying this statement?

Workers not employees. Not enough consultation. Sickness absence incidence needs to be mentioned and business case.

5. Can you think of specific examples where this statement would and would not work?

Wouldn't work anywhere! Statement 3 might not work at all if can't change the signs.

6. What would be the implications for different groups of workers of implementing this statement?

Non-employees will be excluded. Statement 3 might exclude migrant workers/those without English as a first language and those with disabilities.

7. Are there any gaps in the statements that you feel need to be filled?

Business case, consultation, benefits, change of wording from employee to worker, expert advice will need to be sought and where organisations can go to get this advice.

2.13 Professional Society

Hon General Treasurer

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

This seems to focus on large organisations. Have concerns about SMEs, or very distributed organisations (e.g. those with 100 locations). Not sure how much it will impact organisations. Some may be afraid of participating as they'd be afraid of what they might discover.

- To what extent would extra provision or investment be needed to implement the statements by organisations?

Investment in time and training. Health checks would be a cost. Follow up on health checks would also be a cost, for example what if they discovered something major, who would be responsible and what would happen next? Financially, a big shock especially to many smaller organisations.

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

Not much difference to own organisation, but imagine will be a big shock to others.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

Will need to keep promoting and working with employees over and over again.

- Do you think the statements will be able to be successfully implemented into organisations?

Yes, the problem is that it focuses on 'ordinary people'. It may be harder for other people. E.g. Mic has cancer and the chemotherapy attacks his feet (happy for his example to be used) – this means he cannot walk very far. It would also be difficult for those in wheelchairs. There may be certain areas of the office buildings or blocks that some people need to avoid e.g. some can only use disabled facilities. The word 'encourage' is essential as this is not appropriate for all people. Strategies must be sympathetic to all people.

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

If it is imposed with too heavy a hand, people will recoil. Must be all embracing.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

No. Not small or distributed organisations. E.g. welders or metal benders would have no expertise and would not know where to find information on health issues or physical activity either.

- What additional support may organisations need to successfully implement the statements?

Knowledge, promotion – where get information from, contact with health professionals and H&S experts. Need to have access to independent people they can trust – trade associations etc They need to know about professional bodies and be confident they can get someone reputable to assist/support them.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

Small organisations and widely distributed organisations will find it difficult.

- What potential barriers could be foreseen by some types of organisations in adopting the statements? With practical experience in mind how best might these be overcome?

Cost, lack of knowledge, how to motivate and encourage workforce, what to do if they discover someone with long term problems, what about confidentiality?

- With practical experience in mind how best might these be overcome?

Co-ordinate distribution of information from a central source, local health service trusts can provide support. Cash, advice and support from the Government would be good also!

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

Depends on the culture of the organisation and how messages are promoted. Need to be supportive rather than coercive. Rather than “required to have a medical check” perhaps “take the opportunity to have a check” – they would need training and help if they don’t have a large HR/OH department.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

This comes back to the sensitivities of the organisational approach, for example the approach it takes with pregnant women. Important to work with the grain rather than imposing views. People with disabilities may also find it difficult. Also where jobs are sedentary, you can’t redesign the job to make it more active e.g. call centres. Health checks may cause problems for Muslim women also.

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Not overly convinced by incentive schemes as they can be misunderstood – may be seen as stupid or insulting e.g. win an iPod or you get an Xmas party out of this – what if they're of a different religion? Need things that build a positive culture. "We want to look after your health because...". Need benefits to employee and employer. Flexible working will be essential.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

Depends on organisational culture and individual circumstances.

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

If it becomes an expectation, legal force or more gentle guidance/recommendations. Must link with H&S issues.

Part 2 Statements 2 and 4

1. What would need to be done to make the statement work in workplaces?

2 and 4 would both need coercion or an award for the organisation to require them to do it. Perhaps need it to be legislation. How would they cascade the information down? Family and friends of individual might be able to help with encouragement. Partners for example have a vested interest in people's health.

2. To what extent do you think that this statement would be effective in workplace?

Difficult to answer. Mic works in an organisation with highly intelligent individuals where they understands the benefits of physical activity, however this doesn't mean it would work.

3. If this statement would not work, why not and what would work?

Need good quality information and understanding.

4. What are the barriers to and facilitators for applying this statement?

Cost.

Scale – if lose one in 1,000 to ill-health in an organisation, is nothing. If lose 1 out of 10 in a small organisation, this can be a massive blow.

5. Can you think of specific examples where this statement would and would not work?

Schools are distributed organisations can may struggle. The larger secondary schools have more resources and if they lose one person it's fine, but losing someone from a smaller primary can be a much greater loss. What also happens if they discover there is a health problem with a member of staff? What happens then?

6. What would be the implications for different groups of workers of implementing this statement?

Disabled people or those with ill-health may not be able to do more walking, or it may not be appropriate e.g. someone with angina might struggle. If they were let off due to their health condition, it might be difficult due to confidentiality issues to explain why others are not let off. Could be tricky.

7. Are there any gaps in the statements that you feel need to be filled?

They need to know the benefits.

Examples – he envisages a good range of case studies to support each of the statements and drawn from examples from small and large businesses, and from a different range of workers.

They are good, but it would be difficult if not impossible to implement successfully at the moment.

Issues not yet considered include who is responsible, are there adequate resources in place? If you direct people to do things, you need people there to support them – e.g. you can't call NHS Plus in vast numbers without resourcing it adequately.

2.14 Professional Association

Chief Executive

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

Too vague, didn't notice that they were statements. They will be ignored. NICE shouldn't be doing this, they have more important things to do.

- To what extent would extra provision or investment be needed to implement the statements by organisations?

This should be costed before these statements come out. It will take time. Each organisation will need different provision or investment. It will be especially difficult for SMEs.

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

All large organisations would have these anyway, so they are totally unnecessary.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

It would need to be an ongoing scheme. They will however be laughed at – they are stating the obvious and are not a priority.

- Do you think the statements will be able to be successfully implemented into organisations?

No. large employers will not pay attention to them. SMEs will not have the time or the money.

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

Yes, there will be people waiting for someone to trip on the stairs they have been encouraged to walk up more often, ready to make a claim against their employer.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

Some employers will need advice and support concerning this.

- What additional support may organisations need to successfully implement the statements?

Financial support. Help with offsetting costs.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

It's quite feasible, nothing too impractical, but just feels like bureaucracy.

- What potential barriers could be foreseen by some types of organisations in adopting the statements? With practical experience in mind how best might these be overcome?

Different people approach from different points of view. Some employees will be very stubborn about it all, for example they might say that they're late for their meeting due to having to climb the stairs.

- With practical experience in mind how best might these be overcome?

Any effort would outweigh the value. People will want to know why they're doing it and say that they know what to do to be healthy.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

Those that respond well will be those already taking an active interest in their physical health. Those that need to be targeted will ignore it unless it becomes legislation.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

Very generally exercises that are applicable to all within their own abilities. The statements are so broad that they would be fine.

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Depends on whether you're using the carrot or the stick e.g. withdraw season ticket loans to encourage walking.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

The health conscious will continue what they're doing, those that aren't won't do anything unless there is enforcement.

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

It is the role of the employer to do this? Not the role of the employer to interfere in personal lives, although can encourage staff to be healthy.

Part 2 Statements 2 and 4

1. What would need to be done to make the statement work in workplaces?

2) Only by enforcement; and 4) How can you make people do stuff outside work time? You will just annoy people.

2. To what extent do you think that this statement would be effective in workplace?

2) Depends on what the objective is. Is it a good thing? 4) If people do it, it would be effective, but they won't.

3. If this statement would not work, why not and what would work?

-

4. What are the barriers to and facilitators for applying this statement?

2) Resourcing – need resource; and 4) It's pointless and impractical.

5. Can you think of specific examples where this statement would and would not work?

2) and 4) Only in the minds of the people that made up the statements.

6. What would be the implications for different groups of workers of implementing this statement?

Lose productivity, people would take time to out to fill in any relevant forms about this and also to do this.

7. Are there any gaps in the statements that you feel need to be filled?

No, there are four statements too many. NICE have more important things to do than this.

2.15 Physical Activity and Health Research Organisation

Foundation Director/Senior Advisor

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

Too naïve, concept of activity is too narrow, there are more important things that need doing, more evidence is needed e.g. getting back to work programmes – how many of those who have been absent are active or not active? For how many does activity restore functional capacity? Also, in relation to older workers, are those who are more active, more or less productive? Need to get more evidence into the recommendations.

- To what extent would extra provision or investment be needed to implement the statements by organisations?

They are all geared towards large organisations. This is just 10% of the total number of organisations (so it is a large proportion of employees, but what about SMEs? Don't they count?) Organisations need to know about value for money, if they spend e.g. £50K on this, how much will they save through implementing the interventions? What will the likely return on investment be? These statements have not been thought of through employers' eyes.

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

Most already advise stair walking for example, but they would need information on benefits to employee and employer and add this into strategies etc.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

Continual.

- Do you think the statements will be able to be successfully implemented into organisations?

Can be yes. No advantage to employer however e.g. stair walking – will need to invest in new lights etc. the Value is getting people more active and this needs to be highlighted.

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

No.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

No. A study was conducted on 38 organisations and most did not have sufficient knowledge.

- What additional support may organisations need to successfully implement the statements?

Evidence, benefits to employer and employee and support.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

-

- What potential barriers could be foreseen by some types of organisations in adopting the statements? With practical experience in mind how best might these be overcome?

They're too trivial. Got the get past senior managers to make it part of the central strategic vision – might feel good as a one-off but this isn't enough. Benefits are needed. Employees need to know benefits – almost 70% are not active on a regular basis and see no benefits to being so.

- With practical experience in mind how best might these be overcome?

-

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

Some will be interested if it is well promoted and branded, but they will tend to be those that are already active or concerned about their health or weight etc. It would work for say 6 weeks and then be forgotten about unless it is promoted as a social brand. It will otherwise all be seen as a bit boring.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

They are applicable to all. Some ethnic minorities may have a problem e.g. where women aren't allowed out without permission from their husbands; may be difficult for some people with disabilities – generally won't be a problem though.

Also those on the roads tend to be neglected, like bus and lorry drivers and salesmen. There are also lots of very small organisations who have less than 10 staff who may question the value of their involvement. SMEs are not really addressed by these statements. How also are tradesmen reached? Painters, decorators, self-employed people?

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Incentives will be needed, perhaps in relation to being energised and committed at work – employers will need to provide excellent working conditions that do not impinge on their health. If employees feel cared for by their organisations, they will do things in return (such as participating in new initiatives) – if they feel uncared for, they'll do nothing.

A culture shift will be required before anything can be implemented successfully. Employers will need to create a kind of a contract with the employees concerning shared responsibility.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

See above issues.

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

This is a bigger issue than just encouraging physical activity. It will be necessary to define physical activity. Need more information about benefits. For example, those that are healthy are 6x more productive than those that are not. An inactive worker is 5.6 hours less productive every week than an active person. Functioning disorders (symptoms of which include tiredness, lack of sleep, anxiety, low productivity etc) can be confused with the outcomes of simply not being active enough. Very few organisations really know how to measure productivity in their own organisations anyway – a study of 38 organisations only included one that could do this effectively.

Part 2 Statements 2 and 4

1. What would need to be done to make the statement work in workplaces?

Health promotion programmes, communications strategy – will be difficult to make people go for a health check unless make it confidential. Some people will worry that their employer will find out things about them that they would prefer them not to know.

A flexible working policy would be essential. Promotion through wage packets would probably be effective. Only 55% of people know how to increase their physical activity so the workplace would be a good place to promote it.

2. To what extent do you think that this statement would be effective in workplace?

It will only work if there is a policy from the top that is part of a comprehensive programme involving or with the backing of senior management.

3. If this statement would not work, why not and what would work?

-

4. What are the barriers to and facilitators for applying this statement?

Need to know benefits to employer and employee.

5. Can you think of specific examples where this statement would and would not work?

It won't work in SMEs which are 90% of orgs. Construction have done very well with this (mainly male workers). They have developed a newsletter which offers a range of differing interventions throughout the year. All their messages are sexual in basis which works very well with this group of workers e.g. how to be more attractive to the opposite sex, how to avoid or improve sexual dysfunction issues, how to improve stamina etc. They knew these kinds of messages would motivate these workers, so used them as a hook to get them interested.

6. What would be the implications for different groups of workers of implementing this statement?

Large orgs are likely to have systematic processes in place and know how to engage with their staff – they would probably reach the 60% that are interested, but never reach the 40% that they really want to reach.

7. Are there any gaps in the statements that you feel need to be filled?

Researchers cannot assume anything about any organisations. Need evidence of benefits. They're too simplistic, and too naïve.

Need to highlight the value of sport in the workplace, as a way of enriching lives, promote activities within a social context.

The proportion of older workers will increase dramatically over the next 5 years – they are 40-50% less productive every day, but a very high % of them will be relatively inactive. Important to be aware also of the role of activity in those with a medical condition such as diabetes or obesity. Need to link in with PCTs and demonstrate the health benefits to employers and employees.

The statements do not address SMEs at all – they will not be touched by this work.

Getting back to work is also very important – those that have been absent – the role of inactivity in their absence and in their coming back to work and settling back into their roles and increasing their motivation and productivity.

Finally, it is important to encourage researchers to investigate the problems of workplaces where physical activity has a role to play.

2.16 Hospital NHS Trust

Health Trainer

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

Policy has to come from the top down. Board members must be involved. The concept has to work its way down. If chief executive and board members have a vested interest, it will happen. Need to think about what is needed, who to include (e.g. HR, OH, trade unions).

- To what extent would extra provision or investment be needed to implement the statements by organisations?

Depends on organisation, how much put into it. Can throw money at it, but not get the people who you need to get. If you do the research, people say they'd use it, but when it comes down to it, they then don't. 1st month they might, but then commitment tails off.

Could spend lots of time doing nothing. Would need someone to add this to their role and employ trainers. Needs to link in with other stuff. For example, someone may be employed to promote physical activity and healthy eating, smoking cessation, back care, DSE etc.

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

Probably a new policy with links to sickness absence. Not just an add-on. There would be a whole lot more to take into consideration.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

Continual basis e.g. like with smoking cessation. Policy takes a long time. Has to be maybe fortnightly messages, see people regularly, then start to use email and internet etc after a while.

- Do you think the statements will be able to be successfully implemented into organisations?

If people at the top take it on board. Depends on the size of the organisation as well and what they want to achieve. Statement 2 might be tricky – is this a medical check, or a test of physical fitness? This needs to be clarified. Will it be a report of performance against the norms, who will do it? Small organisations don't have much money. If the government is not going to subsidise this, how are they going to do it?

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

Yes, not understanding the statements e.g. health check.

Maybe financial. Initiative apathy. They may put money into it, only to find it doesn't work.

Need to consider what you're going to tell people to do. If they're not qualified they might tell them to run and then they drop dead the next day – who is liable?

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

No. if utilise local area leisure centres this might help. PCTs would have knowledge. There could be an exercise referral scheme to the leisure centre for cheaper rates.

- What additional support may organisations need to successfully implement the statements?

Awareness of what is available. Walking health initiative – lead walks around at the weekends. Provision of a database of support.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

Everyone will be able to do something, but how much depends on the size of the organisation. Everyone should be able to walk around and access a PCT.

External input from magazines and TV to lose a stone in 6 weeks will not help either – quick fix rather than sustainable.

- What potential barriers could be foreseen by some types of organisations in adopting the statements?

Financial; lack of awareness; do not have a set base – dispersed organisation, on roads, working from home etc; do they have enough physical space to move around in? maybe not, if very small.

- With practical experience in mind how best might these be overcome?

For those travelling around, can provide laptops that have a programme installed that tells you what is available in the local area – local walks, local leisure centres etc. You can show a badge at these local places and get a discount e.g. half price.

Focus on the fact that you're not necessarily increasing activity at work, just promoting increased physical activity using the workplace as a medium.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

Get policy apathy. So many!! Some may react well. Others may say “It’s not applicable to me!” or “Not again!” or say they have no time, or question whether and in what ways it would be beneficial to get involved.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

It’s applicable to everyone but need to think about how it can be made applicable to all in the detail.

Women tend to exercise more.

Shift workers might struggle to use leisure centres.

Homeworkers could use their laptop.

People without English as a first language might struggle, so will need to think about use of interpreters/translators.

Pregnant workers should be active anyway.

It’s actually more applicable however to the 80% that are not active already, than those that are.

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Provide information on long term benefits, maybe providing a benefits leaflet for all staff – long term planning.

Flexible working policies would help, posters on walls, top down approach. Board, chief exec and unions need to be involved.

Allow staff to take half an hour out to discuss issues with health professionals, to encourage them to participate. This should be part of the working day, not then expect them to add another half hour on at the end of the day.

A physically active workforce is more likely to be present...it’s like having a car serviced regularly, it’s less likely to breakdown.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

Will do. Go back to what you can offer. If just offer a health club on site for £30 a month, you won’t get those on a lower salary. Need to provide access to a range of activities, not just one option.

As the statements stand at the moment, they would not impact differently as they’re fairly vague. Need to make clear however that the organisation can provide a variety of activities.

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

Provide benefits, financial incentives. Government advice – seen as not just more of the ‘nanny state’. Promotion will be very important. All statements must work together.

Part 2 Statements 2 and 4

1. What would need to be done to make the statement work in workplaces?

2 and 4 need to come from top down, be wide ranging, involve consultation with staff, be relevant to the local area, be ongoing and long term, something for everyone e.g. green gyms. Also look at healthy eating, back care, smoking cessation etc.

4 might need help from local council, well lit areas to encourage walking, use of pedometers, need to look at local geography.

2. To what extent do you think that this statement would be effective in workplace?

Monitoring of 2 will be hard. Sickness absence maybe?

3. If this statement would not work, why not and what would work?

-

4. What are the barriers to and facilitators for applying this statement?

Employer leadership.

Reduction of absence.

Employee support or resistance.

Expense – time and money.

Health and safety risks especially with walking to and from work.

5. Can you think of specific examples where this statement would and would not work?

No. Can ALWAYS increase levels of physical activity e.g. NHS – use posters; provide information on walking routes; give one to one advice; provide links with local leisure centres; information on how many calories you burn while gardening, doing housework, running etc so that physical activity is not just seen as exercise or going to the gym – levels of activity can be increased in many ways – need to change perception of what ‘activity’ means.

6. What would be the implications for different groups of workers of implementing this statement?

Those working permanent nights might struggle especially when it’s dark and really cold. There is always a way around these things, but it might be difficult, it could be a barrier.

7. Are there any gaps in the statements that you feel need to be filled?

Clarify what is meant by ‘health check’ – physical fitness or a medical?

Provide the distinction between activity and exercise (gym and aerobics etc).

Provide a spiders web of:

- information

- database of local support – signposting
- benefits leaflets
- links to health eating

2.17 Primary Care Trust

Deputy Manager

By way of background, Marie comes from public health and occupational health. Her key role is concerned with the inequalities agenda.

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- o How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

Quite a minor impact. Needs recognition that most businesses don't have a health policy affecting individuals' lifestyle health, although they do have H&S policies – large organisations may already have a health policy.

- o To what extent would extra provision or investment be needed to implement the statements by organisations?

Whoever is responsible for this will need to set aside a lot of time as it will be quite resource intensive – it will need to be a bolt role to their existing job e.g. H&S.

- o To what extent would these statements require an extension to current strategies or a complete redesign of them?

May need whole new strategy, but depends on organisation.

- o Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

One-off interventions don't tend to be very successful and it works better also to link them to other initiatives, such as health eating programmes, or national themed days such as no smoking day.

- o Do you think the statements will be able to be successfully implemented into organisations?

The statements are too narrow especially concerning the signs, using stairs etc. Could be quite patronising especially if staff already to walking – needs to be less prescriptive, more in consultation. There may be problems with timing also e.g. if an organisation is making redundancies then they won't be wanting to listen to advice. Timing and political culture will have an influence.

It is important that programmes are locally lead – assuming large organisations have OH, but even if they do have in-house OH, they may not be from a public health background. What local help is available?

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

Insurance. They may have successful programmes, but what about mitigation, if there is an injury due to the programme – someone may have gone on a walking programme, twisted their ankle and then sue.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

Very limited knowledge for most organisations especially small organisations.

- What additional support may organisations need to successfully implement the statements?

Health education – how fit in with the health agenda, how to develop the business case, information about various forms of physical activity.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

It will be easier for larger organisations and public sector as they are likely to have more resources. Public also has a different culture. Building the business case is key, they won't engage without the business case. How tackle health inequalities is very much missing.

- What potential barriers could be foreseen by some types of organisations in adopting the statements? With practical experience in mind how best might these be overcome?

They may not have a policy, but they may live it, they might not want to be forced to something formal. It may also be bad timing or they may have competing priorities e.g. don't go between February and March due to work taking place at the end of the financial year. If other priorities, NICE work would be dumped. Culture is also essential – flexible and locally lead demands are very important.

- With practical experience in mind how best might these be overcome?

Sandwell for example has very high levels of deprivation and BME communities – how overcome cultural issues.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

Depends how it is sold to them, peer support is better. Best if they own the programme themselves, start with awareness raising and promotion. Consult to help them take ownership. Need to feel included and valued and part of it.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

Asian ladies can't/won't engage; no time due to home caring role; cannot exercise with males; may not wish to undress in front of other women from different cultures.

Homeworkers are more likely to be in areas of deprivation or areas of higher incidence of CHD, diabetes and stroke. How appropriate would this be if there were lots of homeworkers in an organisation? How would you communicate with them? How would they access facilities? Who would be responsible? Also issues with agency staff – who 'owns' them?

Older workers are a growing group of workers and will need more activity.

There may also be cultural issues with migrant workers, perhaps a lower level of health awareness. They might also require a different model – asking them to fit into a model that might not fit in with their cultures, would not work.

Transient workers e.g. construction trade, how include them?

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Not just tell workers to do things, they must have ownership and must be engaged. Working together e.g. work football teams, walking lunches (Sandwell runs a 'Walk to Beijing' scheme for staff – they receive a voucher when they reach specific criteria).

There is also a study ongoing to see if incentives do actually help or not. You could give someone a plaque that says that they are employee of the month – this would work well in some companies, but not all. Slimming clubs might work.

Could get schools involved, as part of the CSR agenda. The company could sponsor a school's football team and provide their t-shirts – can involved the community – social conscience.

People might not engage at work, but they might want to take the information away with them and use it in their own time.

It is important to note that this is about PROMOTION at work, not necessarily ACTIVITY at work.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

There needs to be recognition that 99% of organisations are SMEs, they don't necessarily have access to health, advice, support and guidance; and they may also not know how to access it. It is an alien product to them. They need this to be explained to them first.

It would be like taking scaffolding into the NICE offices and asking for their opinion on metal alloys with no guidance.

They need the business case to be presented clearly and simply. They will not necessarily have money for this work either.

Cultural issues may be relevant. Some Punjabi ladies for example were looking at postural issues to help reduce MSDs. They had the materials translated for them, but they couldn't actually read the documents – they spoke Punjabi but didn't read it.

To sum up, the key issues are no access, no knowledge, limited resources, lack of in-house competence.

5) IMPLEMENTING THE GUIDANCE

- o How do you think organisations can be encouraged to promote physical activity at work?

Also need incentives (including business case). This is not a legislation requirement – this will be difficult. Many organisations don't even do what is required of them by law, never mind what isn't! Might be worth linking to something like IiP – they are now obligated to help make health improvements for staff, so physical activity could link in with this standard. IF IiP is important in an organisation this would probably work well, but if it's not, clearly this won't help. They would need some other incentive.

Part 2 Statements 2 and 4

1. What would need to be done to make the statement work in workplaces?

2 need recognition of resources to manage the programme 4 how it is delivered, perhaps provision of pedometers; maybe make it competitive – which department is the best each week; use a stepped approach; perhaps later on provide information on walking routes.

2. To what extent do you think that this statement would be effective in workplace?

Depends on size and culture of organisation.

3. If this statement would not work, why not and what would work?

-

4. What are the barriers to and facilitators for applying this statement?

IiP might be a good facilitator.

Expense will be a barrier.

4 Lots of issues with the perception of a 'nanny state' e.g. as with the smoking ban. Need to be careful of how it is delivered.

2 Lots of advantages such as provision of health checks, advice, support etc.

4 Seems a bit arbitrary – what about cycling??

5. Can you think of specific examples where this statement would and would not work?

Location of organisation may have an impact. Also timing must be right. Method and accessibility. Must have a clear reason for why the programme is to be taken forward.

Needs to be clarified – ‘health’ is a foreign product in the business world.

6. What would be the implications for different groups of workers of implementing this statement?

4 cultural issues re: ethnic minorities e.g. Asian ladies. Would the activities be provided during the working day? This would be best, rather than making everyone do effectively longer hours e.g. redesign office by putting printer at the other end of the room so workers have to move around – this also facilitates postural change which is good for them. Important to build things into everyday activities.

2 Will engage with ownership, flexible statements, people can become in-house champions.

Need rewards if you have goals.

7. Are there any gaps in the statements that you feel need to be filled?

Not really.

How does this fit in with the BHF work on the 2 year programme “Well at Work” (funded by Sport England)?

What about the physical activity toolkit from June 07 (Loughborough is evaluating the pilots for February)?

How does this work link in with the DoH?

How fit in with inequalities agenda?

2.18 Minority Action Group

Chief Executive

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations’ policy (regarding promotion of physical activity at work) and why?

They would have a positive impact because of the practicality of what they are based around. The statements are not very inclusive of disabled people.

- To what extent would extra provision or investment be needed to implement the statements by organisations?

There would be a need for extra provisions made available to implement the statements. Additional facilities would be required and the cost of employers time to introduce the statements.

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

There would need to be a lot of work performed on the acceptance and application of the statements. The statements do not encourage employers to include the complete UK workforce and do not consider cultural issues or other health and nutrition issues.

Diversity of employees is not tackled by these statements.

Within the statements the “those that should take action” section leaves out government and health promotion individuals.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

There would need to be long term interaction to maintain the success of the statements.

- Do you think the statements will be able to be successfully implemented into organisations?

This would depend on the culture of the organisation. It would be helpful if government and health promotion individuals were included.

Sports departments need specific reference.

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers’ motivation to adopt the statements?

No.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

No, organisations will think that the statements are costly and complex. Examples would be helpful as well as information campaigns and best practice development.

- What additional support may organisations need to successfully implement the statements?

Organisations would need informative support to help implement the statements.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

All employers can put the statements in place but this will depend on whether they have the capacity. However there will be different needs dependent on the size of the organisation.

The statements need to fit in with other strategies and policies that the organisation has adopted. Perhaps involving sports and voluntary organisations.

- What potential barriers could be foreseen by some types of organisations in adopting the statements? With practical experience in mind how best these might be overcome?

The main problem with these statements is they do not encourage people with disability. The statements do not make physical activity sound include. The link needs to be made between health and physical activity.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

Employees would react positively to the statements if they are interested in them. Other employees may be sceptical to the statements and cynical about them.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

There are no obvious race or gender issues or issues for people with dependents. However there needs to be a recognition of diversity in statement 1 and there isn't. The statements are not inclusive of disabled workers.

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Employers need to be encouraged to implement the statements by assistance from employers.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

I am very surprised that the statements do not include provisions for disabled workers, and the statements do not appear to recognise the diversity within the workplace.

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

There needs to be an information campaign aimed at employers to demonstrate that it does not affect the bottom line. There should also be informed that implementation of the statements should decrease absenteeism and therefore save on costs.

Part 2 Statements 2

8. What would need to be done to make the statement work in workplaces?

Employers need to be given more examples to explain what a multi-component programme is. Could be good to use case study examples by, for example business size and sector.

There needs to encouragement, perhaps a support line, monitoring and reminding employees what they need to be doing to maintain or increase physical activity levels.

9. To what extent do you think that this statement would be effective in workplace?

The statements are a bit “jargony” and this needs to be translated into something simpler, so that it will be clearly understood in all workplaces.

10. If this statement would not work, why not and what would work?

Certain components of the statements need to be explained further, so that they are easier for employers to implement.

11. What are the barriers to and facilitators for applying this statement?

The main barriers to the implementation of this statement include:

- This statement at present is not right and it needs to be re-worked to address the issues raised above.

The main facilitators for the implementation of this statement include:

- Good will;
- Employee health.

12. Can you think of specific examples where this statement would and would not work?

Health checks would not work as these would be too resource intensive and employers would also need to provide follow up to the health checks if any issues were discovered.

13. What would be the implications for different groups of workers of implementing this statement?

The statements do not include people with disabilities, this leads to implications for excluding members of the workforce.

14. Are there any gaps in the statements that you feel need to be filled?

Accessibility to information for employers.

How best to inform and communicate with employees.

Exclusion of disabled workers.

Part 2 Statements 4

1. What would need to be done to make the statement work in workplaces?

Employers would need to encourage employees within the work environment, and increase awareness of any initiatives, walking groups etc. that they could partake in.

2. To what extent do you think that this statement would be effective in workplace?

I don't think that this statement will be effective. It needs to be linked to other strategies and in with other activities.

3. If this statement would not work, why not and what would work?

There needs to be more practical examples given so that the whole workforce can utilise this statement. At present it would exclude many employees.

4. What are the barriers to and facilitators for applying this statement?

The barriers to the implementation of this statement include:

- Exclusion of members of the workforce;
- Feasibility of this statement;
- Lack of examples of how employers can introduce this statement.

5. Can you think of specific examples where this statement would and would not work?

-

What would be the implications for different groups of workers of implementing this statement?

Disabled employees would be excluded.

6. Are there any gaps in the statements that you feel need to be filled?

Issues related to accessibility of the statements, and the lack of diversity of the statements needs to be addressed. There need to be more examples included of how to implement strategies and this statement needs to fit into other strategies.

2.19 Employer Representative Organisation

Policy Advisor

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

From a small business perspective the statements do not seem well focused as they are aimed at Human Resources Departments, which most small business do not have. The advice in the statements needs to be targeted in the right way to better include provision for small businesses.

- To what extent would extra provision or investment be needed to implement the statements by organisations?

Would depend on what employer's views were towards health and whether they already have any health/wellbeing policies in place. Small businesses are unlikely to have this already in place.

There would need to be a large investment in time and there would also be significant cost implications of implementing the statements.

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

This would depend on the size of the business and what is already in place.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

There needs to be a continuous engagement process, and review and update to interventions to sustain employees interest.

- Do you think the statements will be able to be successfully implemented into organisations?

Yes I think they will. NICE needs to ensure that practical advice is included and that there are straight forward actions like the signs and walking interventions that are easy to follow.

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

If employers were to get the implementation of the statements wrong first time then employees may raise concerns and have issue with future policies or interventions.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

Small business owners may realise the health importance but not have the necessary knowledge or expertise to implement the statements. It would be very difficult for small businesses to make the resources available to offer health checks to employees. Employees may feel that this is interfering into their own private business.

- What additional support may organisations need to successfully implement the statements?

Financial support would always be welcome. There needs to be clear and explicit guidance for employers and case studies examples to show employees how to implement the statements effectively.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

Small businesses would struggle to put the statements in place due to resources and finance.

- What potential barriers could be foreseen by some types of organisations in adopting the statements? With practical experience in mind how best might these be overcome?

The main barrier for organisations adopting the statements would be cost. Especially for small businesses with so few staff it would be difficult to make adopting the statements cost effective.

- With practical experience in mind how best might these be overcome?

It would be difficult to overcome this type of barrier without financial assistance.

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

I think employee's reaction to the statements would be dependent on how employers approached the statements. There needs to be a balance between employer's duty of care and giving advice and interfering in employee's personal business.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

Employers need to be sensitive to how to best communicate message to the different types of workers that they employ. It is a judgement that needs to be made by the employer and will be hugely dependent on their employees.

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

To encourage employees to accept the statement employers need to make them come across as fun and important and explain the benefits.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

In order to attract all employees to adopt the statements you need to provide incentives, make the statements seem fun. Perhaps use away days, team building days to disguise the physical activity element of the statements.

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

It is important that employees are led by example and this will be particularly noticeable in small organisations.

Could be useful when trying to sell the statements to employers to partner with another organisation, for example business link. Businesses may then feel that the statements are more applicable to them. Also need to make sure that the message is not medical orientated as far as possible as this could put off some employers.

Part 2 Statements 1

15. What would need to be done to make the statement work in workplaces?

Developing a policy and make the policy and actions specifically attached to something. The policy needs to be realistic and achievable.

16. To what extent do you think that this statement would be effective in workplace?

Could be effective in larger businesses as they would have more resources available to implement the statements.

17. If this statement would not work, why not and what would work?

This statement may not work for smaller businesses as they may not have the resources or finances available. Financial incentives would help make this easier for small businesses.

18. What are the barriers to and facilitators for applying this statement?

The barriers for implementing this statement include:

- Time;
- No existing health/wellbeing policy;
- Workload.

The facilitators for implementing this statement include:

- Capturing peoples imagination and make it attractive and fun.

19. Can you think of specific examples where this statement would and would not work?

No example given.

20. What would be the implications for different groups of workers of implementing this statement?

One person would need to be nominated to draw up the plan and therefore ensure that all groups of workers were included.

21. Are there any gaps in the statements that you feel need to be filled?

Need to elaborate on what is meant by multiple approaches and organisational targets. In practice what does this mean.

Part 2 Statements 3

1. What would need to be done to make the statement work in workplaces?

This statement assumes that a workplace has stairs or a lift?

Employers would need to put up posters and use other marketing material to encourage employees to use the stairs. This needs to be a visible and constant reminder.

2. To what extent do you think that this statement would be effective in workplace?

This statement could be effective but there would need to be a lot of enthusiasm to encourage employees. Could also be useful to encourage employees to take their lunch break and be active.

3. If this statement would not work, why not and what would work?

To a certain extent you need to be able to change the culture of the business, so that employees are encouraged to take breaks at lunchtime and get out.

4. What are the barriers to and facilitators for applying this statement?

The barriers for implementing this statement include:

- Having a nominated individual willing to take on implementing the statement and maintaining enthusiasm for the statement;
- Getting employees to take notice of the stair walking initiatives;
- No stairs or lifts in the workplace.

The facilitators for implementing this statement include:

- Marketing;
- Interesting ways to sell information to employees;
- Making it fun.

5. Can you think of specific examples where this statement would and would not work?

No example given.

6. What would be the implications for different groups of workers of implementing this statement?

Might not be practical or desirable for all employees to take part in this initiative. Would be helpful if there were other examples so that employers could ensure they included all employees.

7. Are there any gaps in the statements that you feel need to be filled?

There need to be more practical examples and case studies to encourage and inform employers of all the options that they have.

2.20 Charity representing minority groups

Cardiologist and Epidemiologist

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

A lot of businesses would not have a policy yet developed on this so would be starting from scratch. This would be a lot of work for employers and so the more help that NICE can provide at the outset the better. For example if they were provided with the information that needs to be disseminated and examples of posters and other useful materials.

- To what extent would extra provision or investment be needed to implement the statements by organisations?

Most won't have much already in place so there would need to be a large investment in time to develop policies, programmes and interventions. There could also be financial implications for this.

- To what extent would these statements require an extension to current strategies or a complete redesign of them?

Would be dependent on the organisation.

- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?

There would need to be repetitive stimuli and so a one-off intervention wouldn't make much difference.

- Do you think the statements will be able to be successfully implemented into organisations?

I don't see why not. If the statements are applied with common sense then I would be optimistic that they would be successful.

- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

There may be indirect risks for organisations or indeed their employees of implementing the statements. Walking to work could bring up a number of safety related issues, and employers would not want to be seen to promote something that would put their employees in danger. The statements need to be tailored to individuals within an organisation.

The statements could be tied into other strategies run by the council and schools to promote walking for example.

- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

Knowledge would be best coming from experts in this field. NICE should supply significant access to resources so that employers can attain the knowledge or reference that they need.

- What additional support may organisations need to successfully implement the statements?

It could be a struggle to change organisations and therefore any additional support such as expert seminars, talks and advocates within organisations would help.

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?

The statements are fairly generic, so I would not envisage that there would be a huge issues implementing them.

Public sector organisations that I have experience of (e.g. hospitals) are so busy that the provision of a health check just would not be feasible from both time and financial constraints. If you are going to provide your employees with health checks you need to be able to back them up with follow up if problems arise, this would raise more resource implications.

- What potential barriers could be foreseen by some types of organisations in adopting the statements? With practical experience in mind how best might these be overcome?

Barriers include:

- Attitude of staff;
 - Location of staff versus workforce;
 - Inclusion of ethnic minority groups.
- With practical experience in mind how best might these be overcome?

-

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think employees would react to the statements?

I think that the statements are common sense so most employees would react quite positively to them. However not sure how willing they would be once they were asked to participate. There are potential issues with the logistics of some of the statements for certain employees such as whether there are the necessary facilities available.

- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?

I think that ethnic minority groups are more challenging to try and include within the statements, as they generally partake less in physical activity. South Asian physical activity advocates within the community may help to encourage them to partake in physical activity. South Asian women in particular are a difficult group to include and they would be more than likely to just ignore the statements. In order to encourage these groups to partake employers may need increased help on how to implement the statements with these communities in mind, and demonstrate to the employee's why it is important for them to partake in physical activity.

Other groups such as shift workers may be difficult to target as they work varying hours and it may not be safe or the facilities may not be available to them.

- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Advocates within the community.

4) IMPACT ON HEALTH INEQUALITIES

- How might the statements impact various groups of workers differently?

Health promotion messages can tend to impact those that are already healthy more than those that are not. It is very important that those that are overweight or unfit are targeted too.

Dissemination of knowledge to employee's is very important. In some cases employees are not aware of what not being physically active is and so may wrongly feel that they already partake in enough physical activity. Could be useful to make employees aware of not being physically active enough means.

5) IMPLEMENTING THE GUIDANCE

- How do you think organisations can be encouraged to promote physical activity at work?

Employers will be more willing to implement the statement if it is easy for them to do this. They will not be keen to burden staff further too.

Free material and financial incentives would be useful.

Part 2 Statements 1

22. What would need to be done to make the statement work in workplaces?

Use an array of methods to disseminate information such as emails, lunch time seminars, ensure that a multi faceted approach is used. This statement will need to be backed up by repetition. Not sure that the provision of a health check is very feasible, as many workplaces would not be able to make the resources available to do this.

23. To what extent do you think that this statement would be effective in workplace?

This statement could be effective although the provision of a health check is not feasible. It is most important to educate people.

24. If this statement would not work, why not and what would work?

-

25. What are the barriers to and facilitators for applying this statement?

The main barriers to the implementation of this statement include:

- Time;
- Management "buy-in";

- Resources;

The main facilitators for the implementation of this statement include:

- Make it easy.

26. Can you think of specific examples where this statement would and would not work?

Health checks would not work. Simple statements with practical examples (e.g. pedometers) would work.

27. What would be the implications for different groups of workers of implementing this statement?

Ethnic minority groups need to be given more insight and education into how unhealthy they are.

28. Are there any gaps in the statements that you feel need to be filled?

-

Part 2 Statements 3

8. What would need to be done to make the statement work in workplaces?

Highlight what distance employees need to walk to gain the health benefits. There needs to be scientific knowledge to back up this statement.

Realistic targets need to be set that all employees can achieve and these need to be communicated to employees by email, posters and talks.

9. To what extent do you think that this statement would be effective in workplace?

I think this statement would be effective; however local factors need to be taken into account. Examples of these would be safety, street lighting and transport.

10. If this statement would not work, why not and what would work?

-

11. What are the barriers to and facilitators for applying this statement?

The barriers to the implementation of this statement include:

- Motivation;
- Employees own believes on whether they are already healthy or not.

The facilitators to the implementation of this statement include:

- Employees being encourage to walk together.

12. Can you think of specific examples where this statement would and would not work?

-

13. What would be the implications for different groups of workers of implementing this statement?

South Asian women may not feel safe or feel it appropriate to walk to and from work. Again advocates in the community could be helpful here to discuss safety, appropriateness and the importance of physical activity.

14. Are there any gaps in the statements that you feel need to be filled?

No gaps.

3 APPENDIX C - EMPLOYER TELEPHONE INTERVIEW SUMMARIES

3.1 SMALL BUSINESSES (<50 employees)

3.1.1 Employer 1

HR Management, Finance (small).

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The statements are positive; however there is uncertainty as to whether they would impact on the employees. The majority of staff are already physically active (in their own time); therefore the statements would not necessarily change their daily routine.

There is a danger of employees resisting if a policy is put in place, therefore a soft approach would need to be taken. At present employees receive discounted gym membership fees, along with bike parks, showers and private medical care provisions which allow for annual medical check ups. The organisation is looking to provide fruit in the offices to encourage a healthier approach; however, imposing a physical activity policy on employees would not be done.

2) RELEVANCE TO ORGANISATIONS

A policy that is imposed on employees may be more acceptable in larger organisations where there is already many policies and procedures in place. Smaller organisations may find it more difficult to provide facilities such as showers due to the cost, space and resources.

The statements can not apply to all situations. For example, some organisations have physically disabled employees, who would not necessarily be able to comply with the statements.

3) INCLUSION OF THE COMPLETE WORKFORCE

There is uncertainty of how seriously the employees would consider the statements to be. Therefore the entire workforce may not increase their physical activity as a result.

The statements may highlight disabled employees disabilities. For example, they may not be able to comply with signs indicating that staff members use the stairs instead of the lifts. They may feel victimised by the introduction of the policy.

It would be difficult to monitor any part time employee's physical activity levels. Those people who work part time do so in order to balance their work and personal lives and the statements may impose an extra burden on them to feel the need to carry out extra physical activities.

4) IMPACT ON HEALTH INEQUALITIES

The implementation could highlight some employee's disabilities and result in their exclusion in the workplace from their colleagues. This would also be the case for over weight, obese and medically ill employees who are unable to participate in physical exercise for whatever reasons. The statements could result in making employees uncomfortable.

5) IMPLEMENTING THE GUIDANCE

The organisation already has many things put in place to encourage employees to be physically active such as the provision of showers for those who exercise either before, during or after work, bike stands to encourage employees to cycle rather than drive to work, and the sponsorship of company teams in different sports. The workforce are more likely to be encouraged to engage in physical activity if a charity event like "Race for Life" which encourages people to run/walk a few miles. Companies that encourage their staff to participate in these events by offering to match their sponsorship money, etc would be more successful. Employers would be more inclined to follow the Charity route than imposing policy on staff.

Part 2

Statement 1

1) What would need to be done to make the statement work in your workplace?

Finance would need to be provided to organisations, as they can not be expected to finance this themselves. For example, this could go towards gym memberships, or low impact classes being run at work by external professionals.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement would not be effective within the organisations.

3) If this statement would not work, why not and what would work?

This statement asks too much of the employees. Therefore, there needs to be a voluntary scheme implemented with some financial incentive. A policy for something as personal as "how physically fit you are" could be seen as intrusive and may face rejection from the employees. Those who want to engage in physical activity will do so on their own terms.

4) What are the barriers to and facilitators for applying this statement?

Barrier

This statement would be costly to implement, as it may raise the expectation of the workforce to feel that the company must provide advance systems (gym, etc) to allow them to fulfil the requirements of the policy. They may not see a simple gesture as walking up stairs as opposed to taking the life as satisfactory from the employer.

Facilitator

The statement may reduce absenteeism due to improve health of workforce and reduced sick leave; however, an increase in exercise can lead to exercise related injuries, which will also cause people to take time off work.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement would work if it was voluntary and not forced onto employees.

6) What would the implications be for different groups of workers of implementing this statement?

Consideration would have to be taken into account of Disabled employees. The organisation would have a duty to provide reasonable facilities to allow any disabled employees the opportunity to participate in getting physically active. The possible sensitivity of highlighting the fact that some people are not as physically able as others may prove problematic. This could result in feelings of exclusion. It would also be difficult to monitor the level of physical activity for those who are not office based (e.g home workers; travelling workforce).

7) Are there any gaps in the statements that you feel need to be filled?

There are no gaps in this statement.

Statement 3

1) What would need to be done to make the statement work in your workplace?

This statement is relatively straight forward and easy to implement. Signs placed around the workplace containing information on how many calories could be burnt using their stairs would help to motivate employees.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement would be very effective in the organisation due to its simple nature. It would be easy to implement at virtually no cost.

3) If this statement would not work, why not and what would work?

This statement would work.

4) What are the barriers to and facilitators for applying this statement?

Barriers

There are no barriers to this statement.

Facilitators

This statement is not costly and is 'common sense'. People are already aware of the benefits of walking up stairs.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement is likely to work with all employees. Even those who work at home are likely to have access to stairs unless they live in a bungalow or flat etc.

6) What would the implications be for different groups of workers of implementing this statement?

Disabled employees are unlikely to be able to adhere to this statement, if they are wheelchair bound, etc. Those with breathing difficulties would also have difficulty walking up many flights of stairs. Again, this could highlight people's disabilities to a greater extent.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps need to be filled.

3.1.2 Employer 2

Owner – Yoga Studio

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The statements would have a positive impact as all employees have a positive attitude to physical activity and healthy living. Flexible working hours would need to be implemented to allow employees to exercise before and after work and during lunch hours. Extra staffing may need to be employed to cover receptionist duties whilst they are engaging in physical activity.

The implementation of the statements would require a one off consultation with staff either during the recruitment interview or through a staff meeting. Employees would need to be reminded through the use of a newsletter in order to make the statements sustainable.

Staff would have specialist knowledge of physical activity due to the nature of the job and this would be ensured during interviews.

2) RELEVANCE TO ORGANISATIONS

The statements could be implemented by most organisations; however, some may not be able to introduce flexible working hours due to the nature of the work, for example factory workers. Some organisations may not have employees who are conscious about engaging in physical activity and it may be difficult to motivate them.

3) INCLUSION OF THE COMPLETE WORKFORCE

The statements should apply to most, if not all of the workforce and will have a very positive effect. Flexible working hours will be needed along with the provision of lunchtime classes for staff members to attend. Special consideration would need to be given for pregnant and disabled workers.

4) IMPACT ON HEALTH INEQUALITIES

The statements would help to equalise or level any health inequalities.

5) IMPLEMENTING THE GUIDANCE

Classes for staff members would need to be provided at times that fit in with their work schedule.

Part 2

Statement 1

1) What would need to be done to make the statement work in your workplace?

Expectations would have to be made clear to employees at interview and acceptance of employment. Employees would be expected to be physically active.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement would be very effective.

3) If this statement would not work, why not and what would work?

This statement would work.

4) What are the barriers to and facilitators for applying this statement?

Barrier

There are no barriers.

Facilitator

It would help to reduce absenteeism and there would be no cost to implement it.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples given.

6) What would the implications be for different groups of workers of implementing this statement?

All employees would be able to take part in exercise.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps need to be filled.

Statement 4

1) What would need to be done to make the statement work in your workplace?

Walking routes to work could be provided to employees.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement is likely to work with most employees. Some members of staff live too far away to walk to work and occasionally some have to bring in equipment and therefore need a car.

3) If this statement would not work, why not and what would work?

This statement would work. If employees did not walk to work, most would undergo physical activity during the day.

4) What are the barriers to and facilitators for applying this statement?

Barriers

Having to travel far to work would prevent people from walking. If equipment needed to be carried, walking would not be an option.

Facilitators

Most employees would take up the opportunity to increase their walking. It would not cost anything to implement.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

It would not work for those employees that live far away from work.

6) What would the implications be for different groups of workers of implementing this statement?

There are no implications for these employees.

7) Are there any gaps in the statements that you feel need to be filled?

. No gaps need to be filled.

3.1.3 Employer 3

HR Manager – Business Services

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The statements are not likely to impact policy within the organisation. If the statements were implemented in a policy, there is danger that they would be perceived as an intrusion into the employee's lives and they are just another means of the employer dictating to the employees. At present medicals and private health care is offered to the employees, but the statements are unlikely to add anything extra to the organisation.

2) RELEVANCE TO ORGANISATIONS

It is possible for the statements to be put in place by all types of organisations. However, it may be more difficult for smaller organisations to implement them. This is due to a lack of resources and additional costs. Smaller organisations may also be less able to implement flexible working hours for employees to undergo activity during the day, and may not have a HR or Occupational Health department to promote the statements.

3) INCLUSION OF THE COMPLETE WORKFORCE

The employees are unlikely to accept the statements and their implementation may reflect badly on the organisation through employers interfering on employee's lives. The implementations would also send mixed messages to employees, as they are instructed to spend their day doing work for the organisation but then also told that they have to spend a certain amount of time exercising.

The statements could be brought in with the company medicals offered, or Occupational Health Professionals could come to the workplace and offer their services to employees. However, at present some employees decline the free medical that the organisation offers.

The statements are not likely to effect employees who have manual roles and already undergo much physical activity throughout their working day.

4) IMPACT ON HEALTH INEQUALITIES

The statements could have a slight impact on health inequalities. It is likely that they will only affect those people who are health conscious and already undergo much exercise, and could encourage them to increase their physical activity even more. This could increase the gap between the physically active and the physically inactive.

5) IMPLEMENTING THE GUIDANCE

Information would need to be provided to the organisation that was simple and pragmatic and taking a consistent approach. Employers would have to give practical advice to employees and give them achievable targets.

Part 2

Statement 2

1) What would need to be done to make the statement work in your workplace?

This statement benefits from the use of the terms organisation wide and multi-component. However, it would need to be more specific in order to be implemented successfully.

Flexible working and incentive schemes would need to be implemented to ensure the statements success.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement could be effective as many things could be incorporated into it. For example, occupational health professionals could come to the workplace to offer advice to employees and information could be placed around the workplace. This would then give the employees the choice as to whether they wanted to listen to the advice.

3) If this statement would not work, why not and what would work?

There is danger that the employees would just ignore any advice that they are given.

4) What are the barriers to and facilitators for applying this statement?

Barrier

Those who should take the action suggested by the statement are not necessarily those who should be responsible for implementing the statement. The statement should apply to everyone and not just those stated.

Facilitator

This statement does benefit from the suggestions that it provides such as the provision of a health check.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

The organisation already offers discounted gym memberships and free medicals; however employees still decline these offers. A more successful service may be advice offered by occupational health professionals.

6) What would the implications be for different groups of workers of implementing this statement?

This statement is likely to be less effective for those employees in manual roles, who already do much physical activity during the day. Therefore the statement may have to be tailored differently to the differing roles within the organisation.

7) Are there any gaps in the statements that you feel need to be filled?

The statement could provide more suggestions on how it could be carried out. It should also include the NHS and each individual as it this cannot be the employer's responsibility – they have many more issues to deal with such as getting employees to do their jobs and should not be responsible for employee's activity levels.

Statement 4

1) What would need to be done to make the statement work in your workplace?

This statement is too specific and should not be focussed on just one thing. It is not practical for many of the employees to walk to work as they live too far away or have to take children to school etc.

Many people's jobs revolve around a computer and telephone and there is no reason for them to move away from their desk.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement would not be effective as it is too specific. It needs to be much broader like statement 2. Some employees do already walk at lunch time; however this is for personal reasons such as a desire to lose weight, get some fresh air or training for an event. Apart from these people, the statement is unlikely to affect other employees.

3) If this statement would not work, why not and what would work?

A more holistic view would need to be taken to ensure people are physically active. Employees need to be encouraged and made aware of what is ideal, what they actually do and what their options are. It is not feasible to just instruct employees to walk more.

4) What are the barriers to and facilitators for applying this statement?

Barriers

It is often not practical for employees to walk to work due to them living a long distance from work. The size of the office also determines how far employees walk. Small offices would not provide employees with the opportunity to walk and it would depend on where the office is situated, as they could be in areas where walking at lunch would not be possible.

Facilitators

Pedometers could be provided to employees to challenge them to increase their steps during the day; however, people do not go to work for that.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement would be more effective for those employees who live close to the workplace and could therefore walk to work.

6) What would the implications be for different groups of workers of implementing this statement?

Employees with manual jobs already do a lot of physical activity during the day and therefore are likely to ignore the statement.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps need to be filled but the statement is very poor.

3.1.4 Employer 4

Company Director, Construction (Small)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

Unfortunately these type of recommendation will not infringe on business policy. The nature of the business dictates that employees are spread out across numerous sites and they are regularly moving between different sites. It would nearly be impossible to implement these statements successfully.

The best that the organisation could do is to promote and encourage the employees to partake in physical activity (for example, subsidise gym membership). However employees may not welcome their employer's efforts. They may not be comfortable with this and feel that employers are interfering in their personal business.

There are no major risks to implementing this apart from employee's spending less time working. It may be difficult to implement without knowledge of the subject area and guidance.

2) RELEVANCE TO ORGANISATIONS

In reality only around 40% of organisations would implement this. Smaller organisations may struggle to get the enthusiasm from their workforce. Would be very difficult to encourage employees that would require a complete behaviour change to take up this guidance, as from these employees in particular you could be faced with a lack of spirit and suspicion.

At this organisation as the employees are often spread out it is difficult to install a sense of camaraderie and spirit. The nature of the work would definitely impact on the implementation of the statements.

3) INCLUSION OF THE COMPLETE WORKFORCE

At this organisation we employ day shift workers and occasionally employees have to work night shifts. Also employee foreign workers and migrant workers. However it is not the employee's background that would stop them from participating in physical activity, it is the attitude's and beliefs of the employees themselves and their working environment. Working outside all day in the elements means that employees would not be keen to take up additional walking to work etc. Also due to the fact that employees work sites vary this would also make active travel to work more difficult. Their social life revolves around mainly drinking and their families.

The only way to persuade them to partake in physical activity was to incorporate it into part of the working day.

4) IMPACT ON HEALTH INEQUALITIES

It is more than likely that those who are more physically active would take up the guidance and those that are not would not.

5) IMPLEMENTING THE GUIDANCE

The most effective way to encourage employers to take up these statement would be to offer them tax breaks or financial assistance. It would also help employers to feel that there was support and resources available to them if they need assistance in implementing the statements.

Part 2

Statement 1 – Develop an organisation-wide policy or plan to encourage employees to be more physically active. This should:

- **Include multiple approaches**
- **Be based on staff consultation**
- **Link to other internal HR policies (for example, on alcohol and smoking or flexible working) and to national health policies**
- **Set organisational targets**
- **Be sustainable**

1) What would need to be done to make the statement work in your workplace?

Would be very difficult and time consuming to develop and integrate this statement within this organisation. It would be very challenging to gain buy in from employees

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

It would be a challenge for this statement to be made effective in this workplace for the reasons given above.

3) If this statement would not work, why not and what would work?

This statement would be difficult to implement, however this is to do with the nature of the work and attitudes of employee's. Would need to adopt methods to change the beliefs and behaviours of the employee's.

4) What are the barriers to and facilitators for applying this statement?

The barriers for this statement include employee's attitude and likelihood of uptake of the statements, time taken to implement this statement.

The facilitators for this statement include being a good employer.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No details given.

6) What would the implications be for different groups of workers of implementing this statement?

Would need to ensure that the statements were applicable to all employee's.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps suggested.

Statement 3 – Put up signs at strategic points and distribute written information to encourage employees to use the stairs rather than taking a lift where possible. The signs could point out that climbing stairs burns calories, may be quicker than waiting for the lift and is a good form of exercise.

1) What would need to be done to make the statement work in your workplace?

This statement could not be implemented in the workplace, as the nature of the work is site work, and there are no stairs.

3.1.5 Employer 5

Quality and Human Resources Manager, Computer Software (Small)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

These statements will not have a significant impact to this organisation as we are a small organisation. It would not be economically worthwhile or possible to implement these statements into this business. It would work better for larger organisations that have less cost per head of introducing such interventions.

The most feasible possible incentive that could be introduced within this organisation would be provide shower facilities where possible. As we are in a remote and rural location active travel to work would not be feasible for the majority of employees. There are also no lifts within this building so statement 3 would not be useful to this organisation.

However the organisation could attempt to facilitate a general change in ethos within the organisation to attempt to encourage physical activity.

Within this organisation will have no particular expertise in physical activity so we would need some resources or support to help to implement the statements. Perhaps guidance information or some sort of online resource that can help employers to have the knowledge to develop initiatives.

2) RELEVANCE TO ORGANISATIONS

There is much greater scope to implement these statements in larger organisation as you have an economy of scale with the sheer number of employees. It is important to try and change the culture and attitudes of the employees so that they will incorporate more physical activity within the working day but also throughout their daily life.

3) INCLUSION OF THE COMPLETE WORKFORCE

Employees within this organisation would probably react well to the statements. They would think it is a positive thing, but this doesn't mean to say that they would be a sustained commitment to any interventions that were put place. However all employees at this organisation are working in a very sedentary desk bound role and so would benefit greatly from any interventions. We could also use an array of different methods and it would be easier to be inclusive to the whole workforce. This would be more difficult to perform if for example your workforce included shift workers, as they could be on night shifts and therefore it may not be safe for them to walk on their lunch break.

4) IMPACT ON HEALTH INEQUALITIES

There needs to be a cultural change of attitudes in order to ensure that the greatest number of employees would take up the guidance. If this change in attitudes could be achieved employers may be able to avoid the issue of health inequalities.

At present it would be likely that those employee's already partaking in physical activity would take up any interventions and those that were sedentary would not.

5) IMPLEMENTING THE GUIDANCE

Within this organisation we would be happy to display the literature surrounding this subject however it would be more difficult for use to do much more. If the government were to supply grants for small businesses to implement these schemes this would be very beneficial.

Part 2

Statement 2 – Introduce and monitor an organisation-wide, multi-component programme to encourage employees to be physically active. This could be part of a broader programme to improve health. It could include:

- **Provision of a health check;**
- **Dissemination of information on how to be more physically active and the health benefits of such activity (this should be tailored to meet individual needs) along with written information about activities;**
- **Advice and support to help individuals plan how they are going to increase their levels of physical activity;**
- **Flexible working policies and incentive schemes to encourage employees to be physically active;**

Ensure employees are involved in planning and designing activities.

1) What would need to be done to make the statement work in your workplace?

We would first need to secure management buy in to any changes to policy or plan that we were proposing to make, this could be difficult.

It would be useful if there was extra information available on the internet that can be downloaded.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

I think that the effective of this statement in the workplace would be limited. There would be restrictions on what a small organisation could offer to employees.

3) If this statement would not work, why not and what would work?

If there was some sort of grant or funding available this would be useful especially to small businesses as it would make the resources available.

4) What are the barriers to and facilitators for applying this statement?

The barriers for this statement include trying to elicit a cultural change in attitude. Should employers be responsible for taking on this type of mandle. It is essential that these are sustainable.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No details given.

6) What would the implications be for different groups of workers of implementing this statement?

Would need to ensure that there were plenty of options so that your complete workforce can be included.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps suggested.

Statement 4 – Encourage employees to increase the distance they walk during the working day. For example, encourage them to walk part or all of the way to and from work, provide information about walking routes and encourage them to set goals and monitor the distances they walk.

1) What would need to be done to make the statement work in your workplace?

The effectiveness of the statement would be dependent on the location of the employers workplace. If the workplace is in an isolated and rural location employees may not be inclined to walk into work as there may no be pavements or adequate street lighting in winter.

It would be beneficial to have shower facilities for employees to use too. This may help to encourage employees to partake in active travel to and from work.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

I think this type of intervention could work if employees were also encourage to leave their desks at lunchtime and walk in the surrounding areas.

3) If this statement would not work, why not and what would work?

There needs to be lots of options and ideas so that employers can chose something that will work for them in their circumstances.

4) What are the barriers to and facilitators for applying this statement?

The barriers for this statement include funding to implement this statement.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples given.

6) What would the implications be for different groups of workers of implementing this statement?

If your organisation employed shift workers this could be a potential problem as they do not work routine hours and may not feel safe walking in their lunch hour or taking an active form of travel into work.

7) Are there any gaps in the statements that you feel need to be filled?

I think that employees should be encouraged to also take part in physical activity outside of their working life. Employers need to attempt to elicit a change in behaviour in their employees in order for them to reap the benefits of physical activity.

3.1.6 Employer 6

Company Director, Construction (Small)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

It would be very difficult for these statements to have a significant impact on business policy. The nature of the work for employees dictates that they are active most of the day, I am not sure that they would entertain the idea of being even more physically active around this, as they wont think that they need it. However as an organisation we could encourage the workforce to be healthier and promote this, but it is up to the employees whether they take this up or not.

The risks of implementing the statements is that employees could be distracted from work and therefore not be so productive. Although we are interested in our employee's wellbeing this cannot be at the expense of scheduled work time.

I think the organisation may need some additional support on how best to implement the statements.

2) RELEVANCE TO ORGANISATIONS

I think that smaller organisations will struggle more to implement these statements as they may not have the resources or access to expertise to help assist them with this process.

I think the major barrier to implementing these statements would be the mindset of the employees within the organisation. They may feel that the organisation is interfering in business that is not their concern and they may resist it for this reason.

3) INCLUSION OF THE COMPLETE WORKFORCE

I think that employees may be sceptical to the statements as they may feel that the organisation is interfering in their business. As discussed previously the workforce are generally pretty active and so they may not feel that the statements necessarily apply to them. They can also be frequently working outside in the elements in all weather conditions so therefore may not be keen to partake in further activity outside.

We have migrant workers and ethnic minority workers however I don't feel that it would be harder to implement these statements with those workers.

4) IMPACT ON HEALTH INEQUALITIES

There is of course the risk that those employees that are already more physically active would be more likely to uptake the guidance than those who are sedentary. However if the interventions did encourage those more sedentary workers to become more active this would be of benefit to them.

5) IMPLEMENTING THE GUIDANCE

If you want employers to take up this statements you need to offer them incentives which will be of benefit to them. Perhaps financial incentives or some sort of method of showing that these methods are beneficial to employers as well as their employees.

Part 2

Statement 2 – Introduce and monitor an organisation-wide, multi-component programme to encourage employees to be physically active. This could be part of a broader programme to improve health. It could include:

- **Provision of a health check;**
- **Dissemination of information on how to be more physically active and the health benefits of such activity (this should be tailored to meet individual needs) along with written information about activities;**
- **Advice and support to help individuals plan how they are going to increase their levels of physical activity;**
- **Flexible working policies and incentive schemes to encourage employees to be physically active.**

Ensure employees are involved in planning and designing activities.

1) What would need to be done to make the statement work in your workplace?

Would be very difficult to implement this statement and lay provision for some of the details specified in this statement. Unfortunately flexible working is not always an option with this type of work.

We would need assistance on what information should be disseminated to employees.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

The effectiveness of the statement would depend very much on the employer support and encouragement for the statements and the employees enthusiasm for them. Without both of these it would be difficult to make the statements successful.

3) If this statement would not work, why not and what would work?

I don't feel the issue is with this statement itself it is more concerned with the uptake of employee's and employers and what methods would be used to encourage them to uptake these.

4) What are the barriers to and facilitators for applying this statement?

The barriers to implementing this statement include:

- Investment;
- Time.

The facilitators for implementing this statement include:

- Incentives for employers;
- More productive workforce.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples given.

6) What would the implications be for different groups of workers of implementing this statement?

If an employer was to implement this statement they would need to ensure that it was applicable to all their employee's so that no employees were excluded.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps mentioned.

Statement 4 – Encourage employees to increase the distance that they walk during the working day. For example, encourage them to walk part or all of the way to and from work, provide information about walking routes and encourage them to set goals and monitor the distances they walk.

1) What would need to be done to make the statement work in your workplace?

Whether this statement would work is very dependent on the transport options that employees have. In this type of business employee's move to different workplaces so there would not always be the opportunity for active travel to work.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

Unsure as to how effective this statement would be due to the nature of the work, discussed above. We could encourage employees to walk more throughout the day, but as there jobs are quite physically active they may not feel that they need to do additional exercise on top of this.

3) If this statement would not work, why not and what would work?

If employers were to give their employee's additional time out of work to perform physical activity then this would be more likely to work as employees would see they have something to gain by partaking in this. However most employers are unlikely to be in the position to lay such provision.

4) What are the barriers to and facilitators for applying this statement?

The barriers to implementing this statement include:

- Employees will not want to perform additional physical activity outside in the elements after they have been working all day in the elements.

The facilitators for implementing this statement include:

- Benefits of being more physically active.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

It would be very much dependent on the individual.

6) What would the implications be for different groups of workers of implementing this statement?

This statement is more concerned with the individual's circumstances than the groups they belong too.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps mentioned.

3.1.7 Employer 7

Company Director, Consultancy (Small)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The statements would promote us as a company to think about what we could and should do to promote workplace health. The existence of the statements would help employers to think about what needs to be done and motivate them to implement it.

There are lots of opportunities that could be put in place without the need for large scale investments, and for a small organisation the low cost options would be more feasible. The high cost would not be feasible without assistance.

Within this organisation there would be the option to implement some of the statements but not all of the statements.

The risks that may arise from implementing the statements include ensuring that a feeling of distrust is not evoked from employees. Therefore we would need to ensure that the intent behind any changes is to promote better health. The other main risk could be raising employee's expectations and not being able to fulfil those expectations.

It would be important and very useful to have support in implementing the guidance in the form of access to sensible advice and guidance. This information would need to be able to demonstrate the potential benefits to increasing levels of physical activity.

2) RELEVANCE TO ORGANISATIONS

The statements should be able to be put in place by all types of organisations and this shouldn't be a barrier to implementation. However there must be a degree of setting a sense of proportion for large versus smaller companies, e.g. small companies cannot be expected to implement initiatives to the extent that large organisations would be able.

There are no real barriers to the statements however employers need to be careful that they do not inadvertently encourage initiatives that some of the workforce cannot partake in.

3) INCLUSION OF THE COMPLETE WORKFORCE

Most employees would react very positively to the statements as there is nothing in the statements for them to object to.

Employers need to ensure when implementing the statements that they are applicable to all and that different employees can implement them in different ways.

The statements clearly highlight that employees need to be part of the consultation process therefore employer would expect that any initiatives that arose from the consultation would be accepted by them.

Employers need to ensure that they allow employees to be flexible and remove any feasible barriers to allow their workforce to be physically active.

4) IMPACT ON HEALTH INEQUALITIES

The statements could give rise to health inequalities however even if there is an increase in health inequalities if the inactive are performing more physical activity this would still be of benefit to them and therefore some change is better than no change.

It is important to have a range of opportunities so that all employees can find something to suit them.

5) IMPLEMENTING THE GUIDANCE

The best way to help to encourage our organisation to promote physical activity at work would be to ensure that there is ready access to all sorts of information that show the benefits of physical activity.

There could also be easier access to discounted membership at sports club.

Information is the key!

Part 2

Statement 2 – Introduce and monitor an organisation-wide, multi-component programme to encourage employees to be physically active. This could be part of a broader programme to improve health. It could include:

- **Provision of a health check;**
- **Dissemination of information on how to be more physically active and the health benefits of such activity (this should be tailored to meet individual needs) along with written information about activities;**
- **Advice and support to help individuals plan how they are going to increase their levels of physical activity;**
- **Flexible working policies and incentive schemes to encourage employees to be physically active.**

Ensure employees are involved in planning and designing activities.

1) What would need to be done to make the statement work in your workplace?

There would need to be an investment in facilities so that the provision were there to help to encourage employees to partake in physical activity. There needs to be an improvement to the infrastructure on the employer side too.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement could be effective but this would dependent hugely on whether there was financial and informative support available to employees. At this organisation we have an occupational health nurse, perhaps by working with the nurse employees could be encouraged to use physical activity to alleviate some problems.

3) If this statement would not work, why not and what would work?

Employers may benefit from additional support and information regarding the implementation of the statements.

4) What are the barriers to and facilitators for applying this statement?

The barriers to implementing this statement include:

- Resources;
- Money;
- Employees willingness to change.

The facilitators for implementing this statement include:

- Benefits to the employees.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No suggestions given.

6) What would the implications be for different groups of workers of implementing this statement?

This statement could impact differently on certain groups, for example certain employees may be more willing to partake in physical activity whereas others may be more sceptical of this and their employer's motives for encouraging it.

7) Are there any gaps in the statements that you feel need to be filled?

There are no gaps in the statements.

Statement 4 – Encourage employees to increase the distance that they walk during the working day. For example, encourage them to walk part or all of the way to and from work, provide information about walking routes and encourage them to set goals and monitor the distances they walk.

1) What would need to be done to make the statement work in your workplace?

There would need to be provisions laid for employees to be able to purchase outdoor clothing to allow them to perform activities such as active travel to work. Safety gear such high visibility jackets and lights should especially be encouraged. T

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

The statement would be effective provided that support was available for employers and that they were given the knowledge to implement it.

3) If this statement would not work, why not and what would work?

For this statement to work there needs to be an investment in facilities. There would need to be provision laid for this.

4) What are the barriers to and facilitators for applying this statement?

The barriers to implementing this statement include:

- Resources;
- Money;
- Employee's willingness to change.

The facilitators for implementing this statement include:

- Benefits to the employees.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples given.

6) What would the implications be for different groups of workers of implementing this statement?

Employers need to ensure that they include their complete workforce when implementing the statements. This may involve adapting the statements to certain degree to ensure that this is possible.

7) Are there any gaps in the statements that you feel need to be filled?

There are no gaps in this statement that need to be filled.

3.2 MEDIUM SIZED BUSINESSES (51 – 250 employees)

3.2.1 Employer 8

HR Manager, Wholesale Distribution Machinery Industrial Equipment (Medium)

Part1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

At present this medium sized organisation does not have a policy in place that is aimed to increase the physical activity levels of employees. Before a policy is implemented thought would need to go into the type of employees working in the organisation and the size of the organisation. For example, a policy would be able to be implemented in a larger organisation that would have the resources to do so. At present this medium organisation would not have the time or the budget to implement a physical activity policy as they are currently are going through a growth stage and have more pressing issues to deal with. The medium organisation does have staff well being interventions in place; however, they are at a basic level. They also offer health and life insurance as well as offering health screening. A physical activity policy would suit a business that has an occupational health department; however, the medium organisation does not have a department dedicated to this.

A policy may not impact those employees that are already physically active. It is also important that the employees do not perceive the policy as another demand. Therefore, it needs to be carried out in a subtle way such as providing access for the employees to specialist advisors.

2) RELEVANCE TO ORGANISATIONS

The statements would have little relevance in small and medium organisations. However, large organisations may benefit from the statements with them having a great effect and reaching a large percentage of the working population. In order to implement the statements money and time is needed, along with resources; therefore small organisations may suffer from a lack of these. The effectiveness of the statements would also depend upon the order that other interventions have been put in place. For example, certain policies can not be implemented without other related policies implemented first to lay the foundations, such as flexible working.

3) INCLUSION OF THE COMPLETE WORKFORCE

The case of promoting physical activity in the workplace would need to be gently presented to employees, such as providing access to specialist advisors, advertising the health benefits of physical activity through posters in communal areas. This would encourage the employees to accept the advice. However, if employees are told to do physical activity by senior management, it will not be accepted.

The medium organisation employs engineers who are actively undergoing physical activity throughout the day as part of their job. Therefore, the statements may not reach these workers. Remote workers who work from home are also employed. Therefore, it may be difficult for them to be reached by the statements. This also refers to the part time employees the medium organisation employ; however, these may have more time to undergo physical activity.

4) IMPACT ON HEALTH INEQUALITIES

The statements need to focus on the individual in order to reduce health inequalities. For example, they need to suggest very gentle forms of exercise such as Pilates and Tai Chi to relatively active exercises. This will help to include those who have health issues and who are inactive and encourage their uptake of physical activity.

5) IMPLEMENTING THE GUIDANCE

In order for an organisation to implement the statements a business case will need to be produced. This would need to include financial benefits, greater staff retention, reduced absence levels. Tax breaks would also encourage the uptake of the statements by organisations.

Part 2

Statement 1

1) What would need to be done to make the statement work in your workplace?

Foundation policies would need to be implemented before such as flexible working. It would also need to be implemented with other issues such as health lifestyle promotions.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement is not likely to be effective within the medium organisation. At present, more pressing issues need to be addressed and there is not time available to implement the statements.

3) If this statement would not work, why not and what would work?

The statement may be effective if materials promoting the benefits of exercise were placed in communal areas or if a third party was invited into the organisation to talk to the employees. These could be health specialists, fitness instructors etc.

4) What are the barriers to and facilitators for applying this statement?

A lack of time, money and resources would prevent this statement being implemented. The presence of an occupational health department would help this statement being implemented within an organisation.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement would work within a large organisation or a public sector organisation where there is funding and resources available to reach the employees with this statement.

6) What would the implications be for different groups of workers of implementing this statement?

This statement would be difficult to implement in the medium organisation with home workers and field based workers. The field based workers already undergo a large amount of physical activity throughout the day; therefore the statement would not apply to them.

7) Are there any gaps in the statements that you feel need to be filled?

There are no gaps that need to be filled. The statement would be very effective if implemented within the right organisation that has time and funding available.

Statement 2

1) What would need to be done to make the statement work in your workplace?

Materials and specialist advice would need to be provided. This could be provided by NICE or a third party specialist in the field.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

The statement would be effective for some employees; however, it would have little impact and would be impractical for those employees that work long hours.

3) If this statement would not work, why not and what would work?

The provision of the opportunity and information tailored to a wide variety of employees would need to be implemented. The responsibility of increasing employees' level of physical activity should not solely be placed on the employer. The employer may not have specialist information/ qualifications to provide advice to the employees. This could result in liability issues. Therefore, the responsibility needs to be shared by organisations such as NICE.

4) What are the barriers to and facilitators for applying this statement?

The implementation of this statement would be effected by a lack of specific information held by the employers, along with a lack of resources. Qualified professionals who can provide specialist information would be needed to implement the statement.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

Larger organisations would be able to implement this statement. This is due to their wider variety of departments available such as occupational health and their provision of medically trained staff.

6) What would the implications be for different groups of workers of implementing this statement?

Employees have differing optimum health levels and therefore an organisation wide programme may not reach all employees and exclude those who are physically inactive and those with health issues.

7) Are there any gaps in the statements that you feel need to be filled?

The organisation would need to consider medical assessments before implementing an exercise regime. Implementing an exercise programme could also interfere with the business need.

3.2.2 Employer 9

Finance/ HR Director, Road Haulage - Medium

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The statements bring the key issues surrounding physical activity into focus. They cover the core issue of encouraging people to be more active within the workplace and would have a beneficial effect. The statements would raise people's awareness of increasing their physical activity levels; however, a small sized organisation would not be able to cope with implementing them as a policy. Small organisations have many other government initiatives to deal with and would not have the time or resources to implement these statements at a policy level.

2) RELEVANCE TO ORGANISATIONS

The statements would be more relevant in larger organisations as they would be easier to implement due to more time, staff and greater resources. However, it is difficult to understand the 'cut-off' point for which size organisations are able to implement them.

At present, Air Cargo Services Ltd is able to run successfully partly due to the fact that they do not have over burdening central administration. The addition of the statements would cause much administration work that they would not necessarily deal with effectively.

The statements are very general and well intentioned. The government would need to follow them up with the similar effort that was put into smoking campaigns. If this was done they would be very happy to display advertising posters etc.

3) INCLUSION OF THE COMPLETE WORKFORCE

The majority of the workforce would consider the statements to be common sense and would not be against their implementation; however facilities would need to be provided to enable the workforce to undergo physical activity. There would be a minority that would believe them to be part of a 'nanny state' and may reject them.

Some larger organisations make a monthly contribution to their employees' gym memberships. If this spreads to smaller organisations then this is a positive incentive that we could carry out with out too much administrative work being involved. Ideas such as this could be incorporated into the statements.

The workforce includes sedentary workers based in offices as well as staff that work in the warehouses. The statements are more likely to reach the office workers as the warehouse workers perceive themselves as already undergoing physical activity during their working day. However, it does need to be explained that this exercise is not sufficient and does not include enough cardiovascular activity. Therefore an effort does need to be made in marketing the statements accordingly.

4) IMPACT ON HEALTH INEQUALITIES

The statements would not impact health inequalities to a large extent. They would need to be aimed differently at specific groups and may have difficulty reaching home workers as well as those employees who do not speak English.

5) IMPLEMENTING THE GUIDANCE

In order to implement the guidance they could display advertising of physical activity promotion in communal staff areas or distribute leafleting in staff pay packets. Time could also be provided to the employees to allow for exercise to be conducted. This could be done by increasing lunch hours to 1.5 hours.

Part 2

Statement 1

1) What would need to be done to make the statement work in your workplace?

More resources would need to be available to implement this statement. Smaller organisations need to be encouraged through continual government advertising.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

The company is too small to implement the statement and there are not the resources available to produce and sustain this as a policy.

3) If this statement would not work, why not and what would work?

The government would need to provide prompts on a quarterly basis in the form of newsletters to HR departments or senior directors. These can explain initiatives and ideas to promote physical activity. Teaching could also be provided to company owners in order for physical activity within the workplace to become the 'norm'.

4) What are the barriers to and facilitators for applying this statement?

The barriers of implementing this statement are the lack of time, money, resources and other important pressing issues that need to be dealt with over and above the statement. This is due to the small size of the company.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement would be more effective within large organisations that have certain departments such as administration draw up a physical activity policy.

6) What would the implications be for different groups of workers of implementing this statement?

This statement would not effectively reach the warehouse workers, therefore staff meetings would need to be held to discuss how this can be marketed towards these groups of workers.

7) Are there any gaps in the statements that you feel need to be filled?

There are no gaps that need to be filled in the statement.

Statement 3

1) What would need to be done to make the statement work in your workplace?

This is a very good statement that could be implemented. In order to enable its implementation signs would need to be provided in order to advertise and locate the stairs.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement would be very effective in the organisation and many of the workforce would adhere to it.

3) If this statement would not work, why not and what would work?

This statement would work.

4) What are the barriers to and facilitators for applying this statement?

There would not be any barriers to this statement. The facilitators include the health benefits to the employees and the concept of health at work. There would also be a 'spin off' for management as the level of communication would improve between employers. This is due to the nature of communicating in person rather than using electronic methods such as email.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement would effectively reach those employees who work in offices. However, it is unlikely to reach employees in the warehouses. This is due to the staff in the warehouses perceiving that they already carry out enough physical activity during their working day. Therefore, it does need to be explained that this level of physical activity is very limited and would not provide sufficient benefits.

6) What would the implications be for different groups of workers of implementing this statement?

This statement does tend to exclude those employees with disabilities that are unable to use the stairs. Therefore the statement needs to include that it is aimed at the general population and that it is not mandatory and is not attempting to discriminate against any populations. This statement can not be excluded at the risk of offending others.

7) Are there any gaps in the statements that you feel need to be filled?

There are no gaps in this statement.

3.2.3 Employer 10

Finance, Mortgage Brokerage (Medium)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

At present, they have no policy so the statements bring to light something that may be entirely overlooked in the bulk of organisations. It would certainly be responsible to have such policies in place as in education facilities and perhaps some larger organisations if only to raise awareness.

At present they are taking out Private Medical Insurance and Life / Critical Illness cover which includes subsidised gym membership and reduced premiums for physically fit persons and they do intend to have lunch time gym sessions etc. An extension of our focus on these things would be necessary and making sure we follow through on pipeline ideas.

There would need to be a one off commitment and actually setting up these covers etc but ongoing commitment to engage them would be required.

The smaller the organisation the easier the statements would be to implement. It helps that both senior level staff already try to be physically active. Where other organisations are concerned, raising awareness is key and giving those who wish to partake the opportunity to easily do so.

2) RELEVANCE TO ORGANISATIONS

Large scale organisations would need specific policies and teams to design, implement and action policies. The larger the company, the more complex it would be to implement. However, the statements can be put in place across all types of organisation given commitment.

The barriers to the implementation could be time / cost. Many companies may see this as something unnecessarily eating into bottom line profits where they do not have to. It would all depend on individual organisations internal ethics and politics.

However, given increased awareness of health issues, It may well be something more pressing now than in the past. This is highlighted by companies offering healthcare plans etc and also insurance companies promoting such things as gym subscriptions.

3) INCLUSION OF THE COMPLETE WORKFORCE

The reaction would be very positive as the majority of employees are physically active and would be interested.

Flexible working hours would certainly encourage physical activity as people are often tired at the end of a long day. An hour in the morning or afternoon would provide a slot with no excuses.

4) IMPACT ON HEALTH INEQUALITIES

The statements would give everybody an equal chance to become more active. It is up to the individual to take such opportunities but at least they are aware that they are able to.

5) IMPLEMENTING THE GUIDANCE

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Part 2

Statement 2

1) What would need to be done to make the statement work in your workplace?

It would be difficult to provide health checks as qualified professionals would have to be employed. Also, many of the staff may not feel comfortable with employers having access to their health records etc. it would be relatively easy to provide written information to the workforce and provide them with directions of how to walk to work or walk to meetings.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement may be accepted by employees; however, they are more likely to accept it if it is voluntary rather than a mandatory exercise that they are forced to do by senior level staff.

3) If this statement would not work, why not and what would work?

This statement is likely to work as the workforce are all relatively active.

4) What are the barriers to and facilitators for applying this statement?

Barrier

The main barrier to this is the way in which it is implemented. Employers must be careful that employees feel they are getting too involved in their personal lives and are being forced to undergo physical activity.

Facilitator

Exercise and obesity are very prominent issues in the public and media. Therefore staff will already be aware of the benefits of exercise.

The attitude of the employees is also a determinant. As most employees are physically active it would be easier to implement.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No comment was provided.

6) What would the implications be for different groups of workers of implementing this statement?

This statement may exclude those employees that are unable to exercise such as those with long term health issues or those who are disabled.

7) Are there any gaps in the statements that you feel need to be filled?

There are no gaps that need to be filled.

Statement 4

1) What would need to be done to make the statement work in your workplace?

Limit available parking for local employees. Encourage people to walk to local appointments in the city.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

The statement would be very effective. Many people who live near work walk everyday and meetings are arranged out of the office so employees can get some fresh air etc and have a nice walk.

3) If this statement would not work, why not and what would work?

There are no real barriers as it is simple common sense to encourage short walks. This is also the facilitator as it is simple, free and easily implemented. There are extensive landscaped communal areas (especially in business parks) within larger organisations which encourage staff to walk during breaks.

4) What are the barriers to and facilitators for applying this statement?

This statement may be hard to comply with for those people who commute long distances as we work in the city centre. However, if people take breaks, they can go for a walk around the city.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

It would be easily implemented for all staff and if actively encouraged by management, manageable and very simple. The only group which may have difficulty would be the disabled.

6) What would the implications be for different groups of workers of implementing this statement?

The statement is likely to be more effective for those employees who work near to work; however, those with large commutes may not adhere to it. This may split the workforce.

7) Are there any gaps in the statements that you feel need to be filled?

There are no gaps that need to be filled.

3.2.4 Employer 11

HR Manager – Retail, Motor & Vehicle parts (Medium)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

A physical activity policy is currently not in place. If one were to be put in place, extra resources and support would be needed as it would be very costly and time consuming to be put in place. There is a very high turnover of staff and therefore the statements would be very difficult to maintain.

2) RELEVANCE TO ORGANISATIONS

The statements would be easier to implement in smaller organisations as there are less employees. Large organisations have a large range of occupations and therefore it is more difficult to reach everyone.

3) INCLUSION OF THE COMPLETE WORKFORCE

The workforce would react very negatively to the statements and are likely to be sceptical about the reasons why employers are implementing them. Many employees do manual work throughout the day and would not be affected by the statements.

4) IMPACT ON HEALTH INEQUALITIES

The statements would increase the gap between those employees who are fit and those who are not. They are not likely to reach inactive employees.

5) IMPLEMENTING THE GUIDANCE

A grant from the Government would be needed as they would be timely and costly to implement.

Part 2

Statement 2

1) What would need to be done to make the statement work in your workplace?

Flexible working and reduced gym membership fees are already in place. However, employers do not have sufficient knowledge on the subject such as medical or occupational health professionals.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement would not be effective.

3) If this statement would not work, why not and what would work?

It is not know what would work, as the organisation is spread across the country with a range of different staff members, therefore different procedures would be needed for different employee types.

4) What are the barriers to and facilitators for applying this statement?

Barrier

This statement would take a lot of time to implement, be very costly and would need resources.

Facilitator

It would help to reduce absence rates and improve the health of the employees.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples were given.

6) What would the implications be for different groups of workers of implementing this statement?

Unsure of the implications.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps need to be filled.

Statement 4

1) What would need to be done to make the statement work in your workplace?

Most employees are active throughout the day and therefore employers would not want to encourage any more activity due to 'over-doing it'. It would not be feasible to provide walking routes for over 800 employees.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement would not be effective.

3) If this statement would not work, why not and what would work?

It would be difficult to monitor. Employees already do much manual labour during the day and would not want to do any more.

4) What are the barriers to and facilitators for applying this statement?

Barriers

There are too many employees in the organisation making the statement not practical to implement.

Facilitators

There are no facilitators.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples were given.

6) What would the implications be for different groups of workers of implementing this statement?

Many employees' roles include physical activity or they may be on the road, therefore it is not feasible to implement the statements with these staff members.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps need to be filled.

3.2.5 Employer 12

Director – Industrial Cladding (Medium)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The statements would not have any impact on the organisation's policy. Neither employers nor employees would be interested in utilizing such statements about physical activity at work given that it would result in additional expenditure and possible feeling of grievance from the staff of the employer trying to influence the way in which they conduct their lives.

Additional expenditure would be required to implement the statements. E.g. employee's time would be needed for meetings/ discussions to promote the schemes, preparation of documents and signs, employing specialists to monitor results etc.

The statements can only be achieved by continual assessment in order to maintain interest. If employees are forced to take part in such activity against their will, it could lead to a lack of productivity

2) RELEVANCE TO ORGANISATIONS

Not all organisations could utilize the statements. For example, small organisations with very few employees; shift workers – as it would not be recommended for them to walk to work at night; those that have employees travelling to various locations.

The full involvement of the employees would be a necessity. A team work approach could be taken with the objectives emphasising the benefits to the employees.

3) INCLUSION OF THE COMPLETE WORKFORCE

Employees would not react very positively towards the statements as there would be a feeling of an intrusion into their lives by the organisation. Somebody telling them how to live their lives would add to the prevalent issues of late such as smoking and obesity.

There would be a possibility of the point of view of the employer of more health and safety legislature, resulting in more paperwork and statistical information. It would bring more work for management.

4) IMPACT ON HEALTH INEQUALITIES

Any health inequalities would not be removed by the guidance. There would still be various differences in the health and physical abilities of different employees. Non-achievement targets could result in discontent between the differing groups of employees.

5) IMPLEMENTING THE GUIDANCE

Employees would need to be encouraged with cash incentives, prize rewards or time off for achievements, which would all cost the employer. Therefore, a grant could be given to employers.

Part 2

Statement 1

1) What would need to be done to make the statement work in your workplace?

Specialist professionals would need to be employed to advise on what level of physical activity is recommended and who should/should not take part in this. Management would have an extra workload in order to create a policy.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This would not be very effective. Employees would not want to feel like they are being forced to take up exercise by their employers.

3) If this statement would not work, why not and what would work?

Employers could provide advice about the activities taking part in the local area, but not to force them upon the employees.

4) What are the barriers to and facilitators for applying this statement?

Barrier

Extra costs for specialist staff and monitoring, along with extra paperwork etc. Also, the company could face liability for any staff member who injures themselves during a physical activity exercise that the company had told the staff to partake in.

Facilitator

A healthier workforce.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples were given.

6) What would the implications be for different groups of workers of implementing this statement?

Disabled workers may not be able to take part in physical activity and therefore the organisation could face discrimination issues.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps need to be filled.

Statement 3

1) What would need to be done to make the statement work in your workplace?

Signs would need to be put up; discussions with all employees would need to take place; incentives such as league tables would need to be implemented; and monitoring of results would need to occur – a basic test would need to be given prior to implementation.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement would have very little effect.

3) If this statement would not work, why not and what would work?

There are too many barriers to this statement for it to be successful. (see below).

4) What are the barriers to and facilitators for applying this statement?

Barriers

Additional costs to employers; additional paperwork; employing specialists to monitor results; reluctance of employees – they would dislike being told how to 'live their lives', they may have the attitude that 'their health is their own business'.

Facilitators

There are no facilitators.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples given.

6) What would the implications be for different groups of workers of implementing this statement?

The main implication for different groups of workers is the instigation of rivalry and possible resentment between differing groups, leading to loss of harmony within the workforce.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps need to be filled.

3.2.6 Employer 13

HR Manager – Holding Company (Medium)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The statements are unlikely to have any impact on current policy and no action will be taken. They will not get any support at a board level.

2) RELEVANCE TO ORGANISATIONS

The statements are limited to larger organisations and public sector organisations. Smaller organisations and those owned by venture capitalists would need to focus on the business and productivity. A business case would have to be made to explain the benefits of the statements to the organisation. However, for those organisations with low absence rates, there would be no business case.

3) INCLUSION OF THE COMPLETE WORKFORCE

The employees would not agree with the statements and would 'laugh' at them. The organisation also has home based employees and those who are travelling a lot for their role, therefore it will be difficult for the statements to reach these employees. Currently the organisation does hold conversations with employees to explain how they are responsible for their own health and if their social/personal lives effect their health that would have an impact on their ability to do their job, only then would employers 'step-in' and offer advice. The employer should only be involved if the employee's lifestyle is affecting their working ability, otherwise it encroaches on a 'nanny state'.

4) IMPACT ON HEALTH INEQUALITIES

Organisations will have to consider disabled and older employees as there is a risk that these statements could discriminate against them. This largely depends on the wording of the statements and how they are translated by the organisation. For example, if the organisation implemented a running or walking club this could discriminate against those who cannot take part.

5) IMPLEMENTING THE GUIDANCE

Funding would need to be provided to the organisation so that they do not face any direct cost. However, organisations would need to know how easy it is to secure this funding, how long term this funding is and how the statements are perceived by the employees.

Part 2

Statement 1

1) What would need to be done to make the statement work in your workplace?

The objectives of the statement would need to be defined to employers and employees. This statement would create a heavier workload to HR departments and facilities managers etc.

A physical activity policy could be linked in with other policies already in place such as flexible working, alcohol and return to work policies.

Support would need to be provided to the organisations and they would need to be shown how the policy could impact the business in a positive way. Case studies of similar organisations would need to be provided.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement would not be effective.

3) If this statement would not work, why not and what would work?

It should not necessarily fall to the employer to take responsibility for people's activity levels. Cheaper leisure centres, support for local gyms and leisure centres and better public transport could all be provided by the Government to help increase people's activity levels.

4) What are the barriers to and facilitators for applying this statement?

Barrier

This statement would be costly, timely and would need support from shareholders and the main board to ensure its effectiveness (which is unlikely to happen).

Facilitator

This statement would actively encourage employees to think about their health.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement may be effective for those employees with flexible working hours.

6) What would the implications be for different groups of workers of implementing this statement?

It would be difficult for this statement to reach home based workers and those on the road.

7) Are there any gaps in the statements that you feel need to be filled?

Increasing people's activity levels should not be the employer's responsibility. Work joining them with the Government would be needed.

Statement 3

1) What would need to be done to make the statement work in your workplace?

At present a large majority of employees already use the stairs instead of the lift.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement would make no difference and not have an impact.

3) If this statement would not work, why not and what would work?

Reducing email usage may have an impact on increasing employee's activity levels. This would also have an impact on communication levels as employees would be talking 'face-to-face', which may benefit the organisation.

4) What are the barriers to and facilitators for applying this statement?

Barriers

This statement may draw attention to those who are using the lift. This could result in employees who have health problems that are not visible being shamed for using the lift.

Facilitators

There are no facilitators.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples were given.

6) What would the implications be for different groups of workers of implementing this statement?

This statement is not relevant to everyone and would only be relevant in those offices with a lift and stairs.

7) Are there any gaps in the statements that you feel need to be filled?

There are no specific gaps. This statement is a very specific example of what employers could do and provides too much detail. A more general approach that can apply to all organisations needs to be taken.

3.2.7 Employer 14

HR Manager, IT (Medium)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

Introducing a health and physical activity policy is not something that we had thought about. We have previously used subsidised gym memberships to encourage employees to partake in physical activity, but these had very limited success. I don't think that employees at this company would react very well to the statements. They would feel that physical activity was their own private matter and that their employer should not interfere!

If we were to implement these statements there would need to be a substantial amount of additional investment from employers, I feel that this could put employers off implementing the statements. We would also need to totally re-design our current policy which would be resource intensive.

We would need to work with employees on a continual basis to try and maintain any interest in this that we may elicit. It would not be easy to sustain employee's interest in these statements.

In theory this organisation should be able to implement the statements; however I feel that this is unlikely to happen mainly due to lethargy and lack of interest from employee's.

I can't foresee there being any major risks from implementing these statements.

We would need additional knowledge in order to implement the statements, perhaps in the form of a manual or reference book that is to understand and to identify successful strategies.

2) RELEVANCE TO ORGANISATIONS

There would be an issue here for smaller organisations as they would not have the support or resources to fund implementing the statements.

The major barrier for organisations of all sizes would be the attitude of their employees. Certainly at this organisation, employees would be very sceptical as to why their employer is delving into their personal life.

3) INCLUSION OF THE COMPLETE WORKFORCE

Employees would be very sceptical of these statements; I think that they would question employer motives and also feel uncomfortable and that this was a breach of their privacy. In particular for employees that may have a health problem that they don't want their employer to know about.

4) IMPACT ON HEALTH INEQUALITIES

There is always the possibility that these statements will work for all employees; however there need to be enough options so that employees can find something that they would like to be involved with. Previously we have offered subsidised gym membership to employees but only the active took up the membership. It would be likely that a similar effect could happen with these statements.

5) IMPLEMENTING THE GUIDANCE

Organisations can be encouraged to implement the statements by making clear why the statements should be implemented. Financial benefits will always appeal to employers such as financial incentives.

Part 2

Statement 1 – Develop an organisation-wide policy or plan to encourage employees to be more physically active. This should:

- **Include multiple approaches**
- **Be based on staff consultation**
- **Link to other internal HR policies (for example, on alcohol and smoking or flexible working) and to national health policies**

- **Set organisational targets**
- **Be sustainable**

1) What would need to be done to make the statement work in your workplace?

Financial incentives would need to be used to encourage employers to take up the statements. There also needs to be incentives for employees to encourage them to take up any action that the statements devise.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

I don't think that this statement would be very effective at this workplace as employees are very sceptical to employers trying to become involved in their personal business.

3) If this statement would not work, why not and what would work?

This statement would not work as employees would be sceptical as to why their employer was becoming involved in their personal life. It would be better to try and amalgamate this policy with other policies, such as active travel to work and wellbeing.

4) What are the barriers to and facilitators for applying this statement?

The barriers for implementing this statement include:

- Employee attitude;
- Finances.

The facilitators for implementing this statement include:

- Satisfying top management that the statement would make a difference.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

Whether this statement would work would depend on senior management and their "buy in" to the statements.

6) What would the implications be for different groups of workers of implementing this statement?

Within this workplace there would not be an issue for different workers as the workforce is office bound and desk based. It could be more challenging to ensure that minority groups are included such as ethnic minority groups and disability groups.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps mentioned.

Statement 3 – Put up signs at strategic points and distribute written information to encourage employees to use the stairs rather than taking a lift where possible. The signs could point out that climbing stairs burns calories, may be quicker than waiting for the lift and is a good form of exercise

1) What would need to be done to make the statement work in your workplace?

In order to make this statement work you would need to be able to persuade employees to take up this initiative. The use to posters to try to persuade employees to take up this statement and novelty fun methods to promote this statement would be valuable.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

I think the effect of this statement would be very much on a short term basis, it would be a challenge to ensure continual engagement in this initiative.

3) If this statement would not work, why not and what would work?

There need to be more examples here of others ways to engage employees.

4) What are the barriers to and facilitators for applying this statement?

The main barriers for implementing this statement include:

- No real incentive for employees;
- Employee attitude.

The main facilitators for implementing this statement include:

- Easy to implement.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples given.

6) What would the implications be for different groups of workers of implementing this statement?

This statement may not be applicable for some employees with disability's and they may feel excluded if this statement was implemented.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps mentioned.

3.2.8 Employer 15

Business Manager, Education (Medium)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The school has won an award for healthy schools and for this the teachers need to act as role models.

The statements would be integrated into existing wellbeing policy that this school already adheres to. This would include promoting health, encouraging employee's on long term sick leave to come back to work. However the main issue for the school environment is time, as teachers are already heavily pressured for time.

It is important to have the right person implementing the statements. May need additional support and the best avenue for this would be to come from a local LAA directive.

The statements need to relate to the employee's within the employers organisation, or give the employer an idea of how to relate them to their employee's.

2) RELEVANCE TO ORGANISATIONS

There are wellbeing policies in place within this organisation, and also have health policies. If we were to either integrate these statements within a wellbeing policy or create a physical activity policy it would be imperative that all stakeholders were involved in any of the major decision making about this policy. This is important in order to get their support in implementing the statements.

The size of the organisation need not be an issue; neither would be whether it was in the private or public sector.

3) INCLUSION OF THE COMPLETE WORKFORCE

Most employees would react in a positive manner as the statements are broad. However the statements may need to be tailored to the needs of the organisations employees. Ideas such as walking to school could be difficult as the surrounding areas to the school are not safe, and would especially not be safe in winter months. Employees may also be put off walking to school as it takes up more of their time, this would need to be incentivised.

The statements themselves need to be more broad and inclusive of all employees.

Some of the statements come across as being a little bit condescending, and the information in them is a bit obvious. Employees may feel patronised if they were implemented in this way.

4) IMPACT ON HEALTH INEQUALITIES

The statements as statements are not going to encourage employees to become more physically active. Employees need to be educated on the benefits of physical activity and then encouraged to partake in physical activity. Employees do not want to be dedicated to and will not react well to this.

These statements will not reach the employees that would benefit the most from increasing their physical activity. Statements won't impact these people.

5) IMPLEMENTING THE GUIDANCE

More could be done to make these statements more effective. Suggestions for using marketing such as pictures, posters and colour could help to attract employees attention. Advertising any interventions that are going to be adopted will help to encourage employees to take part.

Encouragement for physical activity should not just come from the work place it also needs to come from mass media campaigns etc.

Employees need to be encouraged to take part in physical activity; however they should not feel that they are being forced into physical activity.

Part 2

Statement 1 – Develop an organisation-wide policy or plan to encourage employees to be more physically active. This should:

- **Include multiple approaches**
- **Be based on staff consultation**
- **Link to other internal HR policies (for example, on alcohol and smoking or flexible working) and to national health policies**
- **Set organisational targets**
- **Be sustainable**

1) What would need to be done to make the statement work in your workplace?

Need to encourage employees, but not force them to partake in physical activity. Implement this as part of an existing wellbeing policy.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

Using both multiple approaches and including a staff consultation are both good approaches. However the idea of setting targets will not be taken very well with employees. They may feel that they are being compared to one another and feel that this is unnecessary

3) If this statement would not work, why not and what would work?

The issue of organisational targets would not go down well with employees. They may question why targets need to be set and met.

4) What are the barriers to and facilitators for applying this statement?

The barriers for this statement include having the time and access to resources to apply this statement.

The facilitators for this statement include integrating within existing wellbeing policies.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No details given.

6) What would the implications be for different groups of workers of implementing this statement?

Would need to ensure that in application of the statements that all employees were included. The statements may need to be adapted to ensure that this is possible.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps suggested.

Statement 2 – Introduce and monitor an organisation-wide, multi-component programme to encourage employees to be physically active. This could be part of a broader programme to improve health. It could include:

- **Provision of a health check;**
- **Dissemination of information on how to be more physically active and the health benefits of such activity (this should be tailored to meet individual needs) along with written information about activities;**
- **Advice and support to help individuals plan how they are going to increase their levels of physical activity;**
- **Flexible working policies and incentive schemes to encourage employees to be physically active.**

1) What would need to be done to make the statement work in your workplace?

In order to make this statement work, would need investment and provision from the government to help.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement could be effective, however employee's may be concerned about their employer delving into their health.

3) If this statement would not work, why not and what would work?

Increasing physical activity should not be a burden just placed on the employer should include support and provision from the government.

4) What are the barriers to and facilitators for applying this statement?

The main barrier to the implementation of this statement would be lack of resources, lack of expertise and lack of time.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

If the organisation was a large organisation they would find it easier to implement this statement.

6) What would the implications be for different groups of workers of implementing this statement?

Some employees would be more keen to take up the statements and some employees would be less keen and therefore it could increase health inequalities within the workforce.

7) Are there any gaps in the statements that you feel need to be filled?

This statement is too broad and it does not give enough examples of practical methods to apply the different parts of the statement. It is not clear where the advice and support will come from.

3.2.9 Employer 16

Director of Policy and Standards, Regulatory Industry (Medium)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

At present we do not have any wellbeing or health policy so we would need to devise and implement a physical activity policy. Resources would be important and we would certainly need to invest in staff time in order to devise and implement a policy for this.

It would be important to continually remind and reinforce employees about the policy.

I think that the statements should be able to be successfully implemented within most organisations.

Employers would need to manage employee's expectations on what benefits they would gain from the statements, as resorting may be limited.

I think most employers would have sufficient knowledge to successfully introduce the statements to all types of employees. There may be differences dependent on the size of the organisation. Smaller organisations may struggle with resources; larger organisations may find it difficult to communicate the policy effectively.

Employers would find it useful if there were some examples of good practice and how there had benefited employers (e.g. reduction in sickness absence). This would help to inspire organisations.

2) RELEVANCE TO ORGANISATIONS

Organisations should approach implementing the statements differently dependent on the size of the organisation. Smaller organisations are more likely to have a personal informative approach. Larger organisations would not have this option so would have to use alternative methods of communication.

There may be issues for organisations where their workers are home workers, or they are situated in a remote location.

3) INCLUSION OF THE COMPLETE WORKFORCE

Employees would generally react very positively to the statements. There may of course be some cynicism from some employees that this is just another government initiative with nothing behind. The presentation of the statements could help counter this view.

The statements are in general very broad and place the duties on people applying them. There may be issues including part-time workers and disabled workers in these statements.

4) IMPACT ON HEALTH INEQUALITIES

I have no comment on this section.

5) IMPLEMENTING THE GUIDANCE

I think that organisations could be encouraged to implement the statements if relevant case studies were developed to support the statements.

The statements are too generic and the benefits to either the employer or employee are not obvious.

There need to be exciting ways to use the statements and examples of how to successfully apply them in the workplace

Part 2

Statement 2

1) What would need to be done to make the statement work in your workplace?

In order to implement this statement within the workplace we would need to consult staff, establish how much resource we had to implement the statement and secure senior management support.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

I don't think that this statement would be very effective as it is too general and needs "fleshing out". Health checks and the advice and support that employees may need would have a massive resource implication.

3) If this statement would not work, why not and what would work?

This statement needs to be more specific and there needs to be more practical advice given to employers.

4) What are the barriers to and facilitators for applying this statement?

The barriers for implementing this statement include:

- Time;
- Resources;
- Other work pressures.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

-

6) What would the implications be for different groups of workers of implementing this statement?

-

7) Are there any gaps in the statements that you feel need to be filled?

This statement needs to be fleshed out more, there need to be case studies and more information.

It would be useful to have pointers to any potential sources of funding.

Statement 4

1) What would need to be done to make the statement work in your workplace?

We would need to encourage employees to get involved and partake in any schemes or initiatives developed. .

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

I think that this statement would have limited effect in this workplace. Most employees do not have the option to walk to work as they live to far away. We would probably be best placed trying to encourage employees to walk at lunchtime.

3) If this statement would not work, why not and what would work?

There need to be more alternative initiatives that could be introduced.

4) What are the barriers to and facilitators for applying this statement?

The main barriers for implementing this statement include:

- Time;
- Resources;
- Other pressures.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples given.

6) What would the implications be for different groups of workers of implementing this statement?

This statement is not very inclusive of all types of workers as many disabled workers would not be able partake. This needs to be addressed.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps mentioned.

3.3 LARGE BUSINESSES (250 – 500 employees)

3.3.1 Employer 17

Head of Human Resources, Local Authority (Large)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

I do not think that the statements will greatly impact on the organisations current policy as we already have wellbeing policies in place. This would be the same for both public sector organisations and larger employers.

There are no extra resources for investment, however if there was extra funding available this would make implementing the statements much easier.

The statements would be possible to implement in this organisation, however I would not be sure of how much of a difference would be made by them.

I can not foresee there being any major risks from implementing these statements.

It is very important when implementing the statements to encourage employees.

2) RELEVANCE TO ORGANISATIONS

I think that certain types of organisations would struggle to put these statements in place. In particular small organisations would struggle as they may not have the resource to set up the interventions. Private organisations could also struggle to put this statement in place.

3) INCLUSION OF THE COMPLETE WORKFORCE

I think that employees at this organisation would react relatively positively to the statements.

However there could be issues for disable employee's with some of the statements as they are not inclusive of them.

At this organisation we already have flexible working policies in place and it would be difficult for us to offer any other incentives.

4) IMPACT ON HEALTH INEQUALITIES

It is quite possible that implementing these statements could impact on health inequalities between employee's. However should it be the responsibility of the employer to ensure that health inequalities do not arise. It is fair enough to ask employers to encourage physical activity within the workplace but to expect more than this would be in many cases unrealistic.

5) IMPLEMENTING THE GUIDANCE

To encourage our organisation to implement the guidance we would need to be supplied with more information to support the interventions. Ensuring that other resources are available at no cost such as posters would be useful to employers. Anything that costs money would be a barrier and anything that requires staff time would also be a barrier.

Part 2

Statement 1 – Introduce and monitor an organisation-wide, multi-component programme to encourage employees to be physically active. This could be part of a broader programme to improve health. It could include:

- **Provision of a health check;**
- **Dissemination of information on how to be more physically active and the health benefits of such activity (this should be tailored to meet individual needs) along with written information about activities;**
- **Advice and support to help individuals plan how they are going to increase their levels of physical activity;**
- **Flexible working policies and incentive schemes to encourage employees to be more physically active.**

1) What would need to be done to make the statement work in your workplace?

To be perfectly honest I don't think that we would introduce this statement as they wouldn't be doing anything different to what we are already doing.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

I don't think this statement would be effective in this workplace as there is little difference from the policies on health at work that we already have in place.

3) If this statement would not work, why not and what would work?

It is not the case that this statement would not work, it is already part of our policy.

4) What are the barriers to and facilitators for applying this statement?

The barriers to implementing this statement include: expenditure and resources.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples given.

6) What would the implications be for different groups of workers of implementing this statement?

The implications for implementing this statement would be very much dependent on the employee. Some employee's are already very active within their job whereas others are less active. Therefore those more active employees may not feel that they need to participate in interventions.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps given.

Statement 3 – Put up signs at strategic points and distribute written information to encourage employees to use the stairs rather than taking a lift where possible. The signs could point out that climbing stairs burns calories, may be quicker than waiting for the lift and is a good form of exercise.

1) What would need to be done to make the statement work in your workplace?

We already have poster around the building to encourage employees to be more physically active. I think these can be effective but to ensure that they are sustainable we need to keep changing them.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement is already in place to a certain extent within our workplace. However if signs were provided we may be tempted to use them as an alternative to our own signs.

3) If this statement would not work, why not and what would work?

This statement could work but it would have limited impact. Would need to ensure that it is sustainable.

4) What are the barriers to and facilitators for applying this statement?

The main barriers for applying this statement are:

- Sustainability of signage.

The main facilitators for applying this statement are:

- Easy to implement.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples given.

6) What would the implications be for different groups of workers of implementing this statement?

There may be issues for any workers who are unable to use the stairs due to disability or illness.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps mentioned.

3.3.2 Employer 18

Risk and Health and Safety Advisor, Local Government (Large)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

We have no policy on physical activity in the workplace; however we do realise the importance of ensuring that employees are fit and healthy. This can in turn decrease ill-health and occurrences of coronary heart disease.

Our employee's live over a large area so to implement a physical activity policy could possibly stretch employer's finances, time and real estate.

It is important that when the statements are implemented that they are kept on a continual basis and it is sure that they are sustainable.

I think it is not very likely that employees would be anywhere near 100% compliant with this. Especially over time employers would need to ensure that any interventions are sustainable.

There would not be any significant risks to the organisation provided that adequate risk assessments are carried out.

I don't think that there would be a problem with having sufficient knowledge to successfully introduce the statements. If we did not have the knowledge in house we would be able to obtain the knowledge from other sources. However if NICE were to make this information readily available this would be ideal and make it easier for employee's.

The best way to support local government organisations would be to gain some assistance from the local Primary Care Trusts.

2) RELEVANCE TO ORGANISATIONS

Some organisations would struggle, such as smaller organisations that may not have the resources or budget to introduce the statements. However even if in these cases they were just to encourage their employee's to become involved in physical activity this could be of some benefit.

The main barriers that could discourage some organisations from taking up the statements include:

- Size of the organisation;
- Expenditure;
- Employee resistance.

3) INCLUSION OF THE COMPLETE WORKFORCE

In general I feel that employees would react favourably to the statements. We have previously experimented with voluntary health assessments which were largely successful.

It is most important to encourage and educate employees. Employers should be able to make the statements applicable to all employees, even if they need to use more than one initiative or approach.

Within this organisation the majority of the shift workers are working in very active occupations so the statements would not be so relevant to them, however it would be important to ensure that they could take part if they wanted to. Generally it is the office workers that are very sedentary and that would need the interventions benefits the most.

4) IMPACT ON HEALTH INEQUALITIES

The impact on health inequalities will depend on how NICE decide to implement the guidance. If the guidance is linked back to use of the NHS and adherence with it is a pre-requisite to use of the NHS then this could develop into a political issue

5) IMPLEMENTING THE GUIDANCE

In this organisation we feel that the encouragement is already there internally. We are fully aware of the potential reduction in absenteeism, reduction in ill health, reduction in accidents and especially with the ever ageing workforce a decrease in coronary heart disease risk.

Part 2

Statement 1 – Develop an organisation-wide policy or plan to encourage employees to be more physically active. This should:

- **Included multiple approaches;**
- **Be based on a staff consultation;**
- **Linked to other internal HR policies (for example, on alcohol and smoking or flexible working) and to national health policies;**
- **Set organisational targets;**
- **Be sustainable.**

1) What would need to be done to make the statement work in your workplace?

We would need to consider the best approach to take to implement this statement. We would consult with staff to ensure that the approach that we took was ideal for them. At present we have a three year consultation with staff and so this could be amalgamated with this.

I am unsure as to how we would set organisational targets and what we would set and measure as a target.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

It could encourage some employees to partake in more physical activity. The uptake of any interventions that are developed from this statement would depend on the attitude of employees.

3) If this statement would not work, why not and what would work?

Some organisations may be put off from implementing this statement as it would require an extension to or building or a new policy which could be time consuming and resource intensive.

4) What are the barriers to and facilitators for applying this statement?

The barriers for this statement include trying to incorporate physical activity into everyday life, ensuring that this is not seen as an add-on and so any interventions are taken seriously.

The facilitators for this statement include being a good employer, improving employee's health which should decrease ill health and coronary heart disease.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No details given.

6) What would the implications be for different groups of workers of implementing this statement?

There is quite a contrast between the different workers within this organisation. Some workers occupations are very active whereas others are desk-bound and largely sedentary. The key to the success of any physical activity intervention is to encourage employees to do what they can.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps suggested.

Statement 3 – Put up signs at strategic points and distribute written information to encourage employees to use the stairs rather than taking a lift where possible. The signs could point out that climbing stairs burns calories, may be quicker than waiting for the lift and is a good form of exercise.

1) What would need to be done to make the statement work in your workplace?

In order to implement this statement we would need to put together some signs and decide where is best to site them. If there were some standard templates available that could be used for the signs at the outset this would be very useful to employers. It would be important that they could be adapted where necessary.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

I think this type of intervention could encourage employees to take the stairs; however it would need to be sustainable. This could include different options for signage, different areas to site the signage and different methods to encourage employees (e.g. intranet, email).

3) If this statement would not work, why not and what would work?

Some organisations may not implement this statement if it is not applicable to their employee's. For example in a single story building or for employees that are based off site.

4) What are the barriers to and facilitators for applying this statement?

The barriers for this statement include resources to implement the statements.

The facilitators for this statement include being a good employer, improving employee's health which should decrease ill health and coronary heart disease.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples given.

6) What would the implications be for different groups of workers of implementing this statement?

As the workforce in the UK is an ever ageing population the number of employees within the workforce with health problems or disabilities is increasing. This statement could have implications for those employees with disabilities or ill health which may prevent them from using the stairs. These employees could feel excluded if this statement was introduced.

7) Are there any gaps in the statements that you feel need to be filled?

There needs to be more than just these statements to help employers. Could perhaps use electronic systems or email to help.

NICE need to provide resources such as signs as free and downloadable so that all employers can use them. They need to be able to edit them to.

3.3.3 Employer 19

Quality and Human Resources Manager, Computer Software (Large)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

These statements will not have a significant impact to this organisation as we are a small organisation. It would not be economically worthwhile or possible to implement these statements into this business. It would work better for larger organisations that have less cost per head of introducing such interventions.

The most feasible possible incentive that could be introduced within this organisation would be provide shower facilities where possible. As we are in a remote and rural location active travel to work would not be feasible for the majority of employees. There are also no lifts within this building so statement 3 would not be useful to this organisation.

However the organisation could attempt to facilitate a general change in ethos within the organisation to attempt to encourage physical activity.

Within this organisation will have no particular expertise in physical activity so we would need some resources or support to help to implement the statements. Perhaps guidance information or some sort of online resource that can help employers to have the knowledge to develop initiatives.

2) RELEVANCE TO ORGANISATIONS

There is much greater scope to implement these statements in larger organisation as you have an economy of scale with the sheer number of employees. It is important to try and change the culture and attitudes of the employees so that they will incorporate more physical activity within the working day but also throughout their daily life.

3) INCLUSION OF THE COMPLETE WORKFORCE

Employees within this organisation would probably react well to the statements. They would think it is a positive thing, but this doesn't mean to say that they would be a sustained commitment to any interventions that were put place. However all employees at this organisation are working in a very sedentary desk bound role and so would benefit greatly from any interventions. We could also use an array of different methods and it would be easier to be inclusive to the whole workforce. This would be more difficult to perform if for example your workforce included shift workers, as they could be on night shifts and therefore it may not be safe for them to walk on their lunch break.

4) IMPACT ON HEALTH INEQUALITIES

There needs to be a cultural change of attitudes in order to ensure that the greatest number of employees would take up the guidance. If this change in attitudes could be achieved employers may be able to avoid the issue of health inequalities.

At present it would be likely that those employees' already partaking in physical activity would take up any interventions and those that were sedentary would not.

5) IMPLEMENTING THE GUIDANCE

Within this organisation we would be happy to display the literature surrounding this subject however it would be more difficult for use to do much more. If the government were to supply grants for small businesses to implement these schemes this would be very beneficial.

Part 2

Statement 2 – Introduce and monitor an organisation-wide, multi-component programme to encourage employees to be physically active. This could be part of a broader programme to improve health. It could include:

- **Provision of a health check;**
- **Dissemination of information on how to be more physically active and the health benefits of such activity (this should be tailored to meet individual needs) along with written information about activities;**
- **Advice and support to help individuals plan how they are going to increase their levels of physical activity;**
- **Flexible working policies and incentive schemes to encourage employees to be physically active;**

Ensure employees are involved in planning and designing activities.

1) What would need to be done to make the statement work in your workplace?

We would first need to secure management buy in to any changes to policy or plan that we were proposing to make, this could be difficult.

It would be useful if there was extra information available on the internet that can be downloaded.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

I think that the effective of this statement in the workplace would be limited. There would be restrictions on what a small organisation could offer to employees.

3) If this statement would not work, why not and what would work?

If there was some sort of grant or funding available this would be useful especially to small businesses as it would make the resources available.

4) What are the barriers to and facilitators for applying this statement?

The barriers for this statement include trying to elicit a cultural change in attitude. Should employers be responsible for taking on this type of mandle. It is essential that these are sustainable.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No details given.

6) What would the implications be for different groups of workers of implementing this statement?

Would need to ensure that there were plenty of options so that your complete workforce can be included.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps suggested.

Statement 4 – Encourage employees to increase the distance they walk during the working day. For example, encourage them to walk part or all of the way to and from work, provide information about walking routes and encourage them to set goals and monitor the distances they walk.

1) What would need to be done to make the statement work in your workplace?

The effectiveness of the statement would be dependent on the location of the employers workplace. If the workplace is in an isolated and rural location employees may not be inclined to walk into work as there may no be pavements or adequate street lighting in winter.

It would be beneficial to have shower facilities for employees to use too. This may help to encourage employees to partake in active travel to and from work.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

I think this type of intervention could work if employees were also encourage to leave their desks at lunchtime and walk in the surrounding areas.

3) If this statement would not work, why not and what would work?

There needs to be lots of options and ideas so that employers can chose something that will work for them in their circumstances.

4) What are the barriers to and facilitators for applying this statement?

The barriers for this statement include funding to implement this statement.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples given.

6) What would the implications be for different groups of workers of implementing this statement?

If your organisation employed shift workers this could be a potential problem as they do not work routine hours and may not feel safe walking in their lunch hour or taking an active form of travel into work.

7) Are there any gaps in the statements that you feel need to be filled?

I think that employees should be encouraged to also take part in physical activity outside of their working life. Employers need to attempt to elicit a change in behaviour in their employees in order for them to reap the benefits of physical activity.

3.3.4 Employer 20

Human Resources Manager, Automotive (Large)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

Within this organisation we already have in place a wellbeing vitality programme that includes medical insurance, the promotion of healthy eating and exercise and deterring people from excessive alcohol consumption and smoking. The contents of these statements are therefore nothing new to us, as we already have a similar programme in place.

As we already have policies similar to this statement it would not require extra investment. However for organisation that did not already have something similar in place it would.

Again as we already have a similar policy in place in the organisation I think that it would be able to be successfully implemented.

The risks of implementing the statements could be dependent on how they were put forward to employees. If they are forced on employees then employees may be resistant to them, however if employees are positively encouraged it is more likely to have a favourable affect.

This organisation would not have the necessary knowledge to implement the statements without some supporting documentation with additional materials, examples and guidance.

2) RELEVANCE TO ORGANISATIONS

All employers should be able to put these statements into place provided they have the necessary support and guidance accompanying the statements. It shouldn't matter what size or sector that the organisation originates from.

The barriers to applying these statements would be dependent on whether employees accepted the statements. If they didn't this would be a major barrier.

3) INCLUSION OF THE COMPLETE WORKFORCE

Again I think that the way that employees would react to the statements would largely depend on how they were implemented by employers. Employees may feel that employers are interfering in their private life and may not be keen on this.

I can foresee difficulties with devising targets, as if employee's fail to meet these they may feel demotivated. Employers need to made clear what a "responsible" target is, that can be achieved by all employee's and acts as encouragement for employee's rather than discouraging them.

4) IMPACT ON HEALTH INEQUALITIES

The impact on health inequalities would depend on whether the organisation decided to set targets. If they did go ahead with this approach then they may exclude some employees by setting unrealistic targets.

5) IMPLEMENTING THE GUIDANCE

Awareness of the importance of a work life balance and how to ensure this ethos is followed in the workplace. Excessive stress in the workplace is now common place and employers need to be alerted to the consequences of this. Employers need to be encouraged to provide support for their staff.

Part 2

Statement 2 – Introduce and monitor an organisation-wide, multi-component programme to encourage employees to be physically active. This could be part of a broader programme to improve health. It could include:

- **Provision of a health check;**
- **Dissemination of information on how to be more physically active and the health benefits of such activity (this should be tailored to meet individual needs) along with written information about activities;**
- **Advice and support to help individuals plan how they are going to increase their levels of physical activity;**
- **Flexible working policies and incentive schemes to encourage employees to be physically active;**

Ensure employees are involved in planning and designing activities.

1) What would need to be done to make the statement work in your workplace?

There need to be more useful examples for employers of how best to implement the statements. Employers may also need help and support to successfully implement the statements.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement would be effective in this workplace mainly because it is essentially already in place within our existing policies.

3) If this statement would not work, why not and what would work?

I think the statement would work but employers will need advice and support to successfully implement it.

4) What are the barriers to and facilitators for applying this statement?

The barriers for this statement include:

- Budget to perform health checks for employees;
- Administration to manage the contents of this statement;
- Communication;
- Facilities for employees to partake in physical activity;
- Working patterns.

The facilitators for this statement include:

- Benefits to the employer and employees;
- Support from employees representative bodies such as trade unions.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement would not work if employees were resistant to their employer knowing about their health.

6) What would the implications be for different groups of workers of implementing this statement?

Could be difficult if employee's having diverse shift patterns, as it may not be safe to walk at lunchtime for example or walk to work.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps suggested.

Statement 4 – Encourage employees to increase the distance they walk during the working day. For example, encourage them to walk part or all of the way to and from work, provide information about walking routes and encourage them to set goals and monitor the distances they walk.

1) What would need to be done to make the statement work in your workplace?

To make this statement work in this workplace we would need to devise schemes to encourage and incentivise walking to work.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

It could be effective but it would be dependent on other external factors such as the surrounding environment, transport provisions in the area etc.

3) If this statement would not work, why not and what would work?

Statement needs to be broader to include different types of active travel.

4) What are the barriers to and facilitators for applying this statement?

The barriers for this statement include office location, shift working.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement would not work for night workers as it may not be safe or desirable for them to walk during their lunch break in the middle of the night.

6) What would the implications be for different groups of workers of implementing this statement?

If your organisation employed shift workers/night workers this could be a potential problem as they do not work routine hours and may not feel safe walking in their lunch hour or taking an active form of travel into work.

7) Are there any gaps in the statements that you feel need to be filled?

Include alternative forms of active travel to work, such as cycling.

3.3.5 Employer 21

Personnel Manager, Construction (Large)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

I think that these statements would have an impact on our current policy as long as we could persuade senior management to buy-in. I think this would be the same case for many companies.

We would of course need to supply extra resources or investment to be able to implement the statements. Again the supply of these resources or finances would be dependent on support from senior managers. Any government assistance here would be well received by employers. There would need to be continual sustained interventions in order to maintain employee's engagement in activities.

The statements would be able to be implemented into this organisation; however you would need to persuade management of the business benefits and employees of the personal benefits that they would gain.

There could be risks for organisations from introducing these statements. These could include legal issues, such as liability for any injuries occurring to staff and employee's reaction to the statements.

We would hope that NICE would supply us with information that we would be able to successfully implement the statements. It would also useful to have access to resources and an advice line.

2) RELEVANCE TO ORGANISATIONS

All employers should be able to put the statements in place no matter what size or industry sector. However it will be easier for some companies than others, especially those that have an existing wellbeing policy that already covers many of these points. Small businesses may struggle more than larger businesses as they may not have the resources to support implementing the statements.

Some organisations may be discouraged from implementing the statements as they may be difficult to apply to their workforce, such as manufacturing organisations, call centres. To overcome these potential barriers NICE needs to ensure that the statements have enough examples of practical application of interventions for different industry sectors.

3) INCLUSION OF THE COMPLETE WORKFORCE

I think that there would be a mixed reaction from employees to the statements. Some employees may feel that employers are over stepping the mark and prying into employee's private lives. Others may welcome the chance to benefit from increasing their physical activity levels.

I think that NICE would need to be clear to instruct employers on the importance of ensuring that any interventions that they implement are inclusive of all their employees. If they are not there needs to be alternatives so that all employees have the chance to partake in physical activity. One group that could be excluded from some of the interventions suggested by the statements is people with disabilities, ways of including them needs to be explored further.

4) IMPACT ON HEALTH INEQUALITIES

I think that these statements could elicit health inequalities however this would be quite difficult to avoid. It is inevitable that some employees will be more keen to partake in physical activity, whereas others will not. As long as employers ensure that all employee's have equal opportunity to partake and all employee needs have been catered for they have done their best to include all employee's.

5) IMPLEMENTING THE GUIDANCE

Awareness of the importance of a work life balance and how to ensure this ethos is followed in the workplace. Excessive stress in the workplace is now common place and employers need to be alerted to the consequences of this. Employers need to be encouraged to provide support for their staff.

Part 2

Statement 1 – Develop an organisation-wide policy or plan to encourage employees to be more physically active. This should:

- **Include multiple approaches;**
- **Be based on a staff consultation;**
- **Link to other internal HR policies (for example, on alcohol and smoking or flexible working) and to national health policies;**
- **Set organisational targets;**
- **Be sustainable.**

1) What would need to be done to make the statement work in your workplace?

We would need to get senior management buy-in to ensure the funding and resources to implement this statement. It would be very important for us to consult our employees before we implemented any interventions, as we would aim to secure their support to help implementation and increase uptake.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement could be effective in this workplace, but this would depend on the commitment shown by senior management and employees. If this was positive then it could be effective.

3) If this statement would not work, why not and what would work?

I think that it would be very hard to implement certain parts of this statement, such as setting organisational targets. If employers were expected to do this they would need a lot more support on what the targets should be and how best to introduce them. However I don't think that employees would welcome targets for this type of intervention.

4) What are the barriers to and facilitators for applying this statement?

The barriers for this statement include:

- Resources;
- Budget;
- Senior management support;
- Employee support.

The facilitators for this statement include:

- Showing interest in the wellbeing of your employees;
- Reducing absenteeism.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

Employers would struggle to implement this statement if they could not secure support from either senior managers or employees.

6) What would the implications be for different groups of workers of implementing this statement?

Any implications would be dependent on how the employer implemented the statement.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps suggested.

Statement 4 – Encourage employees to increase the distance they walk during the working day. For example, encourage them to walk part or all of the way to and from work, provide information about walking routes and encourage them to set goals and monitor the distances they walk.

1) What would need to be done to make the statement work in your workplace?

I think the uptake of this statement would be dependent on a number of different issues. Active travel to work is very dependent on the home of an employers' workforce. If the distance they need to travel to work is very large then active travel to work would not be possible, however part active travel to work might be, such as in London getting off the tube a few stops early and walking.

Employees could also be encourage to walk at lunchtime, however there needs to be somewhere safe for employees to walk. This could be an issue for employees working on industrial estates or shift workers.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement would be effective as I think it would make employees think more about ways that they could be physically active. However as discussed it is heavily dependent on employees personal circumstances and the location in which they work.

3) If this statement would not work, why not and what would work?

It is a positive thing to try and encourage employees to be active in their travel to work it could help to link this with an green/environment statement. The statement at presents is quite narrow and only uses walking as examples, it could benefit from other examples being included too.

4) What are the barriers to and facilitators for applying this statement?

The barriers for this statement include office location, weather, employee home location, safety.

The facilitators for this statement include linking into other policies (e.g. environmental), simple to implement.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

Parts of this statement would not work for employees that lived very far away from their work location.

6) What would the implications be for different groups of workers of implementing this statement?

I think most groups of workers would be able to be included in this statement.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps to be filled.

3.3.6 Employer 22

HR Officer, Manufacturing Company (Large)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The interviewee felt that the statements may not effect business policy very much. Most jobs on the shop floor are very physically active so there is not a great need for the employees to be involved in other forms of physical activity.

For the statements to impact on the business there would need to be investment and the employers may not be forthcoming in supplying all the investment when they are not clear where or how they will gain.

Within this organisation will already have a robust Health and Safety Department and out sourced Occupational Health service that could be used to help implement the statements.

2) RELEVANCE TO ORGANISATIONS

Can not foresee any issue with applying this guidance to either the public or private sector workforce. The main barriers would be to the employee's attitude

3) INCLUSION OF THE COMPLETE WORKFORCE

Some employees may be resistant to the introduction of the statements as they would feel that it is not the companies business. They could be resistant to it.

Also the fact that the company is becoming involved in issues that are personal choice, people may feel their company is interfering.

The statements do not include all employees within the UK workforce for example some disabled workers would struggle with statement 3 and ethnic minority workers could also struggle to read information unless it was presented in many different languages.

4) IMPACT ON HEALTH INEQUALITIES

Health inequalities would be an issue. Some employees are resistant to change and so would oppose any changes to current policies. These employees are less likely to embrace these statements. Other employees (especially those that already partake in physical activity) would be less likely to resist the statements.

5) IMPLEMENTING THE GUIDANCE

Organisations can be encouraged to promote physical activity at work if they are sent the information that they need and are given ideas on how to elicit the desired response from their employees.

Supporting employees by offering an advisory service and promoting physical activity within the media would also help.

It is important that NICE sells the benefits of physical activity to employers, such as:

- Decreasing absence;
- Gaining a healthier workforce;
- Reducing illness.

There need to be practical ideas on how to apply the statements and how best to implement the statements in different workforces.

Part 2

Statement 1 – Develop an organisation-wide policy or plan to encourage employees to be more physically active. This should:

- **Include multiple approaches**
- **Be based on staff consultation**
- **Link to other internal HR policies (for example, on alcohol and smoking or flexible working) and to national health policies**
- **Set organisational targets**
- **Be sustainable**

1) What would need to be done to make the statement work in your workplace?

As there are no trade unions at this organisation, the approach that would be taken is to sit down with all the stakeholders and discuss what would work successfully and be the most appropriate for employee's.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement will only be effective if this organisation was willing to provide support and facilities to implement the statement. Employees need to have a sense of why this statement is being implemented and why and how it would benefit them. There needs to be a work-life balance for the employee.

3) If this statement would not work, why not and what would work?

Employers may need more support and assistance in order to implement this statement, and they need to give clear guidance on what is meant by each of the points (e.g set organisational targets).

4) What are the barriers to and facilitators for applying this statement?

The barriers to implementing this statement include:

- Lack of commitment from senior managers;
- Time;
- Resources.

The facilitators for implementing this statement include:

- Commitment and support from human resources and occupational health departments

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement would work within a most organisations, as long as they had the expertise, employee support, employer support, time and financial input to support it.

6) What would the implications be for different groups of workers of implementing this statement?

This statement would need to be tailored to the workforce of the employer in order to get it to work successfully.

7) Are there any gaps in the statements that you feel need to be filled?

The statements are there in essence, there needs to be support from both employers and employees. There needs to be assurance that sceptical employers will not block implementation of the statements or intimidate other employees.

The ideas that should be put to the employees need to come from the staff, to give them a greater likelihood of success.

- **Statement 3 – Put up signs at strategic points and distribute written information to encourage employees to use the stairs rather than taking a lift where possible. The signs could point out that climbing stairs burns calories, may be quicker than waiting for the lift and is a good form of exercise**

1) What would need to be done to make the statement work in your workplace?

This statement would be fairly simple to implement in this workplace once you had secured the commitment from staff. There could be campaigns to promote different initiatives on a weekly/monthly basis.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

The statement would be effective for some employees, you would need to use the intranet, notice boards and ensure that there was continuous encouragement.

3) If this statement would not work, why not and what would work?

This statement could be effective in the short term but would need continuous novel ideas in order to ensure that it was effective in the long term. Need to keep coming up with new ways to market the idea as people can get bored of one idea very easily.

4) What are the barriers to and facilitators for applying this statement?

The main barriers for this statement are:

- Employees may perceive it as unnecessary, it could be better to educate and encourage them;
- The schemes need to be implemented in context, for example in a single storey workplace this type of scheme would not work.

The main facilitators for this statement are:

- Could be integrated with an active travel policy, but would be heavily dependent on the context of the organisation.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples given.

6) What would the implications be for different groups of workers of implementing this statement?

Employees that could not use the stairs, due to disabilities or illness such as angina would not be able to use the stairs and therefore could not partake in this intervention.

7) Are there any gaps in the statements that you feel need to be filled?

For this statement it is most important that the employer is able to relate the statement to their workplace and so therefore ensure that it is relevant. It must be made to be relevant and therefore inclusive of every employee within the organisation.

It needs to appear sensible to staff and link in to other policies such as wellbeing (including mental health) and environmental policies.

3.3.7 Employer 23

HR Director, Engineering Company (Large)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

There would need to be some investment to implement these statements but not a huge amount. Employers would need to ensure that the necessary facilities were available to their employees are that there could be provision laid for these facilities. For example employers would not want to implement a walking type policy in an industrial area where there were not pavements on the roads and would therefore not be safe.

Employers would need to continually work with employers on all fronts to ensure that facilities were continually improving and adequate and that also that the necessary incentives were available too.

The statements could be implemented in most companies provided that you have the support and funding to assist implementation. The main risks to implementing the statement would be the use of flexible working. The nature of the work dictates that employees need to be in work for set periods and so flexible working would not be an option. The breaks system also dictates that there are 6 break periods within the day, if this was to be changed there would be no-one to work! Employees cannot always leave their work in this type of industry.

This company has access to Occupational Health services and GPs also if they feel they need to have a check up.

Fundamentally in order to get the correct approach with these statements you need to balance the use of carrots and sticks in order to change people's behaviour. (For example motivating employees to partake in active travel may need a little forced persuasion such as reducing the car parking spaces.

2) RELEVANCE TO ORGANISATIONS

There should be no issue for the size of the organisation in implementing the statements. The main issue is the attitude of both the employer and employees and provision of facilities and money to invest in implementing the statements.

It could be more difficult for some of the statements to be implemented dependent on the location of the organisation for active travel. For example organisations that are located in a city centre may not be able to encourage walking to work as this may not be deemed as safe. They would need to have other options that could be more expensive, such as gyms.

3) INCLUSION OF THE COMPLETE WORKFORCE

Generally I think that most of the workforce would be quite sceptical of the statements. I think that they may feel that this is going beyond the bounds of the employer.

It should be the responsibility of the employer to ensure that their entire employee's are included.

4) IMPACT ON HEALTH INEQUALITIES

I think that the statements could increase health inequalities as those that are more likely to be already partaking in physical activity would be more likely to participate in any schemes. Those that are sedentary would be less likely to participate in physical activity, so in effect they could be encouraging the wrong people.

5) IMPLEMENTING THE GUIDANCE

There needs to be some clear indication of how the employer will benefit from implementing the statements for their employee's. At present this is not very clear within the statements.

Either incentives or evidence for the benefits of physical activity in the workplace need to be provided so that employers know the advantages to implementing these initiatives.

Part 2

Statement 1 – Develop an organisation-wide policy or plan to encourage employees to be more physically active. This should:

- **Include multiple approaches**
- **Be based on staff consultation**
- **Link to other internal HR policies (for example, on alcohol and smoking or flexible working) and to national health policies**
- **Set organisational targets**
- **Be sustainable**

1) What would need to be done to make the statement work in your workplace?

As there are no trade unions at this organisation, the approach that would be taken is to sit down with all the stakeholders and discuss what would work successfully and be the most appropriate for employee's.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement will only be effective if this organisation was willing to provide support and facilities to implement the statement. Employees need to have a sense of why this statement is being implemented and why and how it would benefit them. There needs to be a work-life balance for the employee.

3) If this statement would not work, why not and what would work?

Employers may need more support and assistance in order to implement this statement, and they need to give clear guidance on what is meant by each of the points (e.g set organisational targets).

4) What are the barriers to and facilitators for applying this statement?

The barriers to implementing this statement include:

- Lack of commitment from senior managers;
- Time;
- Resources.

The facilitators for implementing this statement include:

- Commitment and support from human resources and occupational health departments

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement would work within a most organisations, as long as they had the expertise, employee support, employer support, time and financial input to support it.

6) What would the implications be for different groups of workers of implementing this statement?

This statement would need to be tailored to the workforce of the employer in order to get it to work successfully.

7) Are there any gaps in the statements that you feel need to be filled?

The statements are there in essence, there needs to be support from both employers and employees. There needs to be assurance that sceptical employers will not block implementation of the statements or intimidate other employees.

The ideas that should be put to the employees need to come from the staff, to give them a greater likelihood of success.

- **Statement 3 – Put up signs at strategic points and distribute written information to encourage employees to use the stairs rather than taking a lift where possible. The signs could point out that climbing stairs burns calories, may be quicker than waiting for the lift and is a good form of exercise**

1) What would need to be done to make the statement work in your workplace?

This statement would be fairly simple to implement in this workplace once you had secured the commitment from staff. There could be campaigns to promote different initiatives on a weekly/monthly basis.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

The statement would be effective for some employees, you would need to use the intranet, notice boards and ensure that there was continuous encouragement.

3) If this statement would not work, why not and what would work?

This statement could be effective in the short term but would need continuous novel ideas in order to ensure that it was effective in the long term. Need to keep coming up with new ways to market the idea as people can get bored of one idea very easily.

4) What are the barriers to and facilitators for applying this statement?

The main barriers for this statement are:

- Employees may perceive it as unnecessary, it could be better to educate and encourage them;
- The schemes need to be implemented in context, for example in a single storey workplace this type of scheme would not work.

The main facilitators for this statement are:

- Could be integrated with an active travel policy, but would be heavily dependent on the context of the organisation.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples given.

6) What would the implications be for different groups of workers of implementing this statement?

Employees that could not use the stairs, due to disabilities or illness such as angina would not be able to use the stairs and therefore could not partake in this intervention.

7) Are there any gaps in the statements that you feel need to be filled?

For this statement it is most important that the employer is able to relate the statement to their workplace and so therefore ensure that it is relevant. It must be made to be relevant and therefore inclusive of every employee within the organisation.

It needs to appear sensible to staff and link in to other policies such as wellbeing (including mental health) and environmental policies.

3.3.8 Employer 24

Personal and Training Manager, Local Government (Large)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The statements will not have much affect in this organisation as there are already a number of policies in place that address health and wellbeing. We have sporting venues and provide discounted membership to local gyms for all those employee's that want this. It is unlikely that we would develop a whole new policy for physical activity in the workplace, we would be more likely to adopt some of the suggestions listed in the statements.

It would be important for us to look at the business case for doing this too as a priority to establish whether it could be feasible to adopt these statements and implement them. We would need to establish where it could fit into our existing policies. Some employers may resist this as they may see it as another burden placed on the employer to have another policy for them to adopt.

We already give employees the opportunity to join slimming clubs, however we do not push such things and the promotion of such schemes is relatively low key.

The only risk that could be perceived is if we were wanted to introduce interventions or policies that were outside of our working culture. The culture within this organisation is such that employees are left to make independent decisions and are not coerced into anything. We try to avoid the "nanny state" culture.

There are some employee's within this organisation that are very fit just due to the nature of their job. We have a very varied workforce including people in the manual trades and sport occupations that would not need more exercise. Within this organisation staff have produced booklets on keeping active and so we definitely have the expertise to be able to implement physical activity strategies. We have even implemented interventions in-house such as issuing pedometers to employee's to help encourage them to become more physically active.

2) RELEVANCE TO ORGANISATIONS

The statements are not consistent with who they are aimed at and in what circumstances they are aimed at. At certain points within the statements it seems as if they are directed towards employee's at work and then at other points they seem aimed at employee's everyday lives. This needs to be kept consistent so that a clear message is put across to the employers.

I think that the statements could be put in place by all types of organisation and this wouldn't be hugely affected by the size of the organisation or the sector that the organisation was from. However there may be challenges for certain industries such as car based sales, split location companies, irregular working environments etc. It is also important that these employee's achieve a work-life balance.

3) INCLUSION OF THE COMPLETE WORKFORCE

This is a concern as I fear that employee's may not be that keen on the statements, however this would depend largely on how they are put across. They would certainly resist them if it felt like they were being forced to participate.

I don't think that there is anything here that would affect vulnerable workers and exclude them from participating in physical activity. It is all about the employers making enough options available to their staff.

It is important that employers need to be able to tailor the recommendations to their workplace and work culture. It is also important that employers approach these interventions so that they are not too intrusive.

4) IMPACT ON HEALTH INEQUALITIES

The statements would generally improve things as in the long terms the aims are to decrease disease and illness. As long as the statements give options to suit all employees's and (as mentioned) include a staff consultation then they should be able to elicit a positive response from employee's. It would be very difficult to develop and implement initiatives that were unlikely to generate health inequalities if you are to leave people with their own personal choice.

5) IMPLEMENTING THE GUIDANCE

The best way to help employers to implement the guidance would be to ensure that all the documentation is short and concise and that there is accessibility to publicity. Employers need to have ready access to all the documentation that is needed.

Part 2

Statement 1 – Develop an organisation-wide policy or plan to encourage employees to be more physically active. This should:

- **Include multiple approaches;**
- **Be based on a staff consultation;**
- **Link to other internal HR policies (for example, on alcohol and smoking or flexible working) and to national health policies;**
- **Set organisational targets;**
- **Be sustainable.**

1) What would need to be done to make the statement work in your workplace?

This statement would need to be added to existing policies rather than employers being required to develop a new one. A new policy would require extra work for the employer as they could discourage employers from implementing this statement.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement could be effective within the workplace as our experience with other wellbeing interventions has been quite successful and we have seen a significant decrease in our absence rates from this (a reduction from 11.4 days to 7 days per employee per year).

3) If this statement would not work, why not and what would work?

Again it needs to be clear whether employers can integrate this as part of existing policies and how best to do this.

4) What are the barriers to and facilitators for applying this statement?

The barriers to implementing this statement include:

- Application of the statement, ensure that employees are not dictated to and treated like children;
- If there was a need to extend Occupational Health provisions this could make implementing the statements more expensive;
- Would be time consuming if you were expected to deal with employee's individually.

The facilitators for implementing this statement include:

- Publicity would be inexpensive;
- As long as you could elicit commitment from senior managers the statement could be quite successful.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No suggestions given.

6) What would the implications be for different groups of workers of implementing this statement?

It could be futile offering this type of intervention to those that are already very physically active as part of their occupation.

7) Are there any gaps in the statements that you feel need to be filled?

Needs to be clear whether this statement is just aimed for increasing physical activity at work or lifestyle in general.

Why do there need to be organisational targets and what would these be?

Very important to ensure that the statement is sustainable and need to keep renewing it and the interventions that are used to ensure that people are keen to pursue it.

Statement 3 – Put up signs at strategic points and distribute written information to encourage employees to use the stairs rather than taking a lift where possible. The signs could point out that climbing stairs burns calories, may be quicker than waiting for the lift and is a good form of exercise.

1) What would need to be done to make the statement work in your workplace?

It would be relatively easy to implement this statement within the workplace. However employees may feel that it is a bit trivial. It would need to be promoted in a fun way.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

I think it would be difficult to ensure that a statement like this was sustainable. It may work for a short period of time but then it would be difficult to continually promote such an intervention and maintain employee's interest in it.

3) If this statement would not work, why not and what would work?

Need something that is more sustainable, perhaps more example of similar easily accessible interventions.

4) What are the barriers to and facilitators for applying this statement?

The barriers to implementing this statement include:

- Scepticism from employees;
- Potential longevity of the statement.

The facilitators for implementing this statement include:

- Benefits to the employees.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement would not work for employees who are not site based.

6) What would the implications be for different groups of workers of implementing this statement?

The implications for different workers of implementing this statement would be dependent on where the employee was located.

7) Are there any gaps in the statements that you feel need to be filled?

There need to be more examples of such interventions.

3.3.9 Employer 25

Head of Human Resources and Facilities, Local Government (Large)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

We already have a well being policy within this organisation, so these statements would probably act as an extension to what we are already doing. We would hope that they would add value to what we are already doing.

There would be additional investment needed as there would need to be time made available for members of the HR team to amend policies, develop signage and educates employees. However there would not be a major financial impact.

We would need to provide continual reinforcement of any interventions that we implemented and remind employees what is available.

The statements would be able to be successfully implemented within this organisation, although there would be one or two areas that we would need to work on.

It would be useful if there could be some external encouragement and raising of awareness at the offset of this programme.

2) RELEVANCE TO ORGANISATIONS

For us this statement would be relatively easy to implement as we employ all our 260 employees on one site. For larger organisations it could be more difficult to communicate the message across to all employees, especially if they are spread out over numerous locations, or do not work at one set location.

There should be no major difference for public or private sector workers.

3) INCLUSION OF THE COMPLETE WORKFORCE

I think that employees would generally react very positively and they have also reacted positively to previous wellbeing initiatives.

The applicability of the statements is heavily dependent on the nature of your workforce. At this organisation our workforce is predominantly office based and so the statement would be applicable to all members.

4) IMPACT ON HEALTH INEQUALITIES

I think that these statements would automatically appeal to those interested in their own wellbeing and fitness. Employers need to encourage their employees to think to the benefits of physical activity and health awareness.

An education programme could be rolled out with the statements and this may help to encourage sedentary employees to become more involved. Employers could draw the link back to their benefits to the organisation to encourage employees further.

5) IMPLEMENTING THE GUIDANCE

Have an external input at the front end, prior to implementation to encourage employees. This would also help to give a clear message to all in the organisation.

Awareness and examples of what other organisations in their industry sector have done and what has been successful.

Part 2

Statement 2 – Introduce and monitor an organisation-wide, multi-component programme to encourage employees to be physically active. This could be part of a broader programme to improve health. It could include:

- **Provision of a health check;**
- **Dissemination of information on how to be more physically active and the health benefits of such activity (this should be tailored to meet individual needs) along with written information about activities;**
- **Advice and support to help individuals plan how they are going to increase their levels of physical activity;**
- **Flexible working policies and incentive schemes to encourage employees to be physically active;**

Ensure employees are involved in planning and designing activities.

1) What would need to be done to make the statement work in your workplace?

When introducing this statement, educate employees to the benefits of physical activity. Incorporate this statement in existing policies, to ensure that the importance of the statement is recognised by both employees and employers.

It would also be important to include trade unions and staff forums in the introduction of the statements.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement would be effective.

3) If this statement would not work, why not and what would work?

-

4) What are the barriers to and facilitators for applying this statement?

The barriers for this statement include:

- Time of the HR staff;
- Cost implications;
- Cynicism for employees.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

-

6) What would the implications be for different groups of workers of implementing this statement?

All staff at this organisation are office based so the only implication would be communicating the message to all employees.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps suggested.

Statement 4 – Encourage employees to increase the distance they walk during the working day. For example, encourage them to walk part or all of the way to and from work, provide information about walking routes and encourage them to set goals and monitor the distances they walk.

1) What would need to be done to make the statement work in your workplace?

We would need to educate and encourage employees to adopt a healthy lifestyle and sell the benefits of this to the.

Geographical location could be an issue with this statement.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

In the short term these statements would focus peoples minds towards participating in physical activity but in the longer term this would not be sustainable.

3) If this statement would not work, why not and what would work?

The monitoring and setting goals element of this statement is not very practical, employers need to be enthusiastic about this type of initiative.

4) What are the barriers to and facilitators for applying this statement?

The barriers for this statement include motivation, weather and sustainability.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

Parts of this statement would not work for employees that lived very far away from their work location.

6) What would the implications be for different groups of workers of implementing this statement?

There could be safety implications of workers walking to work in certain locations.

7) Are there any gaps in the statements that you feel need to be filled?

The statements need to be more informative about what we could do. It doesn't cater for different geographical locations.

3.3.10 Employer 26

Human Resources Manager, Tunbridge Wells Borough Council (Large)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

We already have policies related to health and wellbeing so I think that this would be best placed being integrated into those existing policies.

I don't think that the introduction of these statements has to necessarily resource intensive, there are ways that the statements can be effectively introduced on a smaller scale.

I think that the statements will be able to be successfully implemented but perhaps not in this format. I think there needs to be a framework of benefits to encourage organisations to implement the statements.

The statements need to be clearer on certain terms within the statements, such as what are multiple approaches? In general the statements need fleshing out. The statements need to be put into context and the benefits from and an employer's perspective need to be clearly highlighted. There is no evidence base for the statements.

There are no serious risks for organisations of implementing the statements. However there are may be issues around being a public sector employer. Public sector employers need to be careful not to be seen to be too generous.

If organisations were offered any financial assistance this would be helpful for the implementation of the statements. Employers need to sold the benefits of implementing the statement, such as examples of how this can decrease absenteeism.

2) RELEVANCE TO ORGANISATIONS

I think that the statements can be put in place by all organisations however there will be some barriers to this, these include:

- Public sector – not being seen to be too generous;
- Size – larger organisations may have better provision to implement the statements.

3) INCLUSION OF THE COMPLETE WORKFORCE

I think in general the statements would be well received by employees. Those that are already physical active may feel that the statements are a bit basic.

Home workers and those workers that do not work at the main offices may have disadvantages. All staff need to be involved in the development of the initiatives developed from the statements.

Employers need to ensure that employees are not excluded.

4) IMPACT ON HEALTH INEQUALITIES

I am not sure that I can answer this statement. Need to find ways to involve all employees and sell the benefits to all employees.

5) IMPLEMENTING THE GUIDANCE

There needs to be links to other strategies that employers may be involved in. Financial incentives would help employees implement the statements.

Part 2

Statement 1 –Introduce and monitor an organisation-wide, multi-component programme to encourage employees to be physically active. This could be part of a broader programme to improve health. It could include:

- **Provision of a health check;**
- **Dissemination of information on how to be more physically active and the health benefits of such activity (this should be tailored to meet individual needs) along with written information about activities;**
- **Advice and support to help individuals plan how they are going to increase their levels of physical activity;**
- **Flexible working policies and incentive schemes to encourage employees to be more physically active.**

1) What would need to be done to make the statement work in your workplace?

In order to get this statement to work it would be a matter of getting agreement from employers to develop a policy. We would need to put together focus groups to find out what is needed.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement would be effective as it is broad enough that employers could apply it within their organisation.

3) If this statement would not work, why not and what would work?

-

4) What are the barriers to and facilitators for applying this statement?

The barriers for applying this statement include:

- Time;
- Financial cost.

The facilitators for applying this statement include:

- Want to be a good employer;
- Reduce absenteeism;
- Strong social network.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

-

6) What would the implications be for different groups of workers of implementing this statement?

I don't think there would be any major implications for different workers. There will always be those workers that do not want to engage in physical activity. It is therefore important to find out why this is, and what could be done to encourage them to partake in physical activity.

7) Are there any gaps in the statements that you feel need to be filled?

It would be beneficial to have a framework in which the statements could sit, this would help to persuade both employees and employers of the benefits.

Statement 3 – Put up signs at strategic points and distribute written information to encourage employees to use the stairs rather than taking a lift where possible. The signs could point out that climbing stairs burns calories, may be quicker than waiting for the lift and is a good form of exercise.

The interviewee did not have time to complete the last set of questions.

3.4 MAJOR BUSINESSES (>500 employees)

3.4.1 Employer 27

Consultant – Software Solution Vendor (major)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

They currently do not have a policy regarding promotion of physical activity at work. However, it is apparent how a healthier workforce would be a more productive one. Therefore the statements would be taken on board and where possible, and economic, encouragements would be made.

Signs and basic encouragement would be relatively simplistic to provide. But to promote a 'walk to work' policy together with health checks / flexible working is not commercially feasible. In many areas it would be a case of extending current strategies i.e. posters and leaflets in common places. In other areas it would be too costly to implement. Health checks and flexible working would affect the commercial aspects of work and there are risks associated with this.

The majority of the employees already possess knowledge on exercise; therefore the reason for non implementation would not be lack of knowledge and there is not much point telling staff what they already know.

They have a high staff turnover so it would be difficult to monitor employees' progress.

Financial rewards may encourage the implementation of these statements.

2) RELEVANCE TO ORGANISATIONS

Public organisations could benefit greatly from the statements and they all could be implemented efficiently. However, the private sector will not be able to implement them efficiently and will balk at the commercial element. Many organisations would suffer from commercial and financial barriers to the statement's implementations. Offering financial rewards or tax breaks could be a way round this and may encourage employees to agree to implement the statements.

3) INCLUSION OF THE COMPLETE WORKFORCE

The majority of the workforce would approve and embrace the statements and they would be applicable to all members of our workforce. There may be an exception would for those who find getting into work is tough due to disability.

Many parts of the statements would be taken on board without incentivising, however, even if some incentives were to be put in place they can face the danger that some incentivising is commercially not viable.

4) IMPACT ON HEALTH INEQUALITIES

The statements may widen the gap between health inequalities. Those who are already active will take the statements on board and they may help to increase their level of exercise. However, those who are inactive will ignore the statements and as a result the 'fit get fitter' widening the gap between themselves and those who are less active.

5) IMPLEMENTING THE GUIDANCE

Commercial and financial incentives would help employers implement the statements. If they were aware of the reduced absence rates and improved productivity and how these statements could reward the organisation in a commercial manner, they would be more inclined to take them on board. This information would have to be specific to the organisation.

Part 2

Statement 3

1) What would need to be done to make the statement work in your workplace?

The organisation would need to purchase or design some basic signs to promote the use and the location of the stairs.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

The statement would work with a certain section of the workforce such as those who are already conscious of their physical activity levels. However, those employees who do not have a desire to increase their fitness levels will continue to use the stairs.

3) If this statement would not work, why not and what would work?

The delegate did not give a response to this question.

4) What are the barriers to and facilitators for applying this statement?

Barrier

There would be a lack of motivation from the employees to use the stairs and there may be a sense of cynicism by senior management to implement this statement. There would also be financial implications to improve the environment of the stairs.

Facilitators

This would be a relatively low-cost scheme to introduce and the financial benefits to increased physical activity by employees would encourage this statement to be implemented.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This would work with those employees who are already physically active as they would be easier to encourage.

6) What would the implications be for different groups of workers of implementing this statement?

This statement would be difficult for those employees with disabilities to adhere to. It would also be difficult for employees that work from home or those that spend time travelling to adhere to. They would not be constantly reminded and therefore could easily ignore it.

7) Are there any gaps in the statements that you feel need to be filled?

There are no gaps that need to be filled.

Statement 4

1) What would need to be done to make the statement work in your workplace?

Financial rewards or some kind of incentive would be needed to encourage employees to walk to work. The distances that people have walked could be monitored and a league or challenge could be implemented to motivate people to walk as much as they can.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

Sickness rates may be reduced but the organisation would not reap any great benefits from implementing this statement.

3) If this statement would not work, why not and what would work?

The organisation has a high staff turnover and often has a number of temporary employees; therefore employees are not present long enough for habits to be formed and sustained.

4) What are the barriers to and facilitators for applying this statement?

Barriers

This may take time for the organisation to implement. It may also result in employees coming in late due to the length of time it takes to walk rather than drive to work.

There are cost implications if employees have to be rewarded a financial incentive to walk to work.

Facilitators

The only facilitator would be the possible reduced sickness rate due to the increased fitness level of the employees.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

Employees are unlikely to agree to walk to and from work without some form of financial incentive. They could be encouraged to walk a greater distance during the working day; however, this would distract from the actual work.

6) What would the implications be for different groups of workers of implementing this statement?

Again, this statement would not apply to those workers who travel throughout the country for work. They can only carry out their work with the use of a car or public transport.

7) Are there any gaps in the statements that you feel need to be filled?

There are no gaps in this statement that need to be filled.

3.4.2 Employer 28

Management, Building Contractors - Construction (major)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

There would be a positive response by the organisation, especially as employees are becoming more and more health conscious.

In order to implement the statements investment would be required to set up seminars to educate staff, carry out health checks on a regular basis, set up signage etc. The process would need regular monitoring and a revamp of all existing practices would be required.

The approach would be a significant step in the right direction but the whole system could take many revisits in order to make implement the statements successfully.

The risks with the implementation mainly stem from identifying and working within the capabilities and health status of each employee. For example, certain employees may not be fully capable of walking up several flights of stairs

At present there is not enough knowledge or sufficient resources to implement the statements, therefore training courses for senior management prior to implementation and periodic reviews would be needed.

2) RELEVANCE TO ORGANISATIONS

The bigger the organisation the more programming and monitoring is required. Smaller companies may feel it a financial drain.

There could be an attitude problem from more elderly employees who consider they are too old to care/make lifestyle changes.

Personal one to one interviews will be needed with all employees to reassure them to the individual benefits.

3) INCLUSION OF THE COMPLETE WORKFORCE

The workforce are likely to react positively to the implementation of the statements as they will have appreciation that employers are prepared to help in their welfare.

They are less likely to reach minority groups especially the lower educated people and those who work unsociable hours.

In order for organisations to ensure all employees will take notice of the statements they will need to outline the benefits in clear format. They could also introduce flexible working patterns to provide employees with time to exercise, as well as introducing incentives for those taking less sick leave such as extra holiday days.

4) IMPACT ON HEALTH INEQUALITIES

The statements could have different effects on men and women. Although physical activity is conducted by men, the statements could increase their awareness of health issues as a whole. This is something that women seem to be more aware of.

5) IMPLEMENTING THE GUIDANCE

The statements would need to be implemented through a gentle process. For example, breaks could be provided for VDU users to move away from their screen, employees could be encouraged to use the stairs rather than the lifts and information on stretching exercises could be distributed.

Part 2

Statement 1

1) What would need to be done to make the statement work in your workplace?

Staff meeting will be needed to outline the needs and benefits of physical activity, discuss the implementation and get feedback from staff. Sessions to teach staff simple exercise techniques that can be incorporated into their daily activity at work will need to be arranged.

Employers will need to produce relevant paperwork to monitor and evaluate programme.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement is likely to be effective if employees were made aware of why a policy was being put in place and the benefits were explained. Any policy may face resentment at first but this would reduce in the long term.

3) If this statement would not work, why not and what would work?

This statement would work.

4) What are the barriers to and facilitators for applying this statement?

Barriers

The employees may have mistrust in the employer's motives. For example, instead of having an interest in the employees' health, they may perceive them only wanting to increase productivity.

There is always an element of expense that needs to be considered when setting up new policies.

A policy does tend to produce an element of resentment from employees but this should become less apparent over time.

Facilitator

Employees would be encouraged if incentive schemes were brought in.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples were given.

6) What would the implications be for different groups of workers of implementing this statement?

This statement would not be able to reach those employees who work from home as their level of activity would not be monitored and they would not feel that it applied to them.

All staff will need to fully understand the reasons for implementing the schemes and the benefits for both the employers and employees will be both short and long term.

7) Are there any gaps in the statements that you feel need to be filled?

There are no gaps that need to be filled.

Statement 3

1) What would need to be done to make the statement work in your workplace?

Meetings with the consultants to outline the strategy for sign placements and quantities would need to be conducted. Staff meetings would also be needed to make sure that all employees are aware of the signs being put up and why they are there.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

If the statement is introduced in the correct manner it should be effective to a full extent. The signage would act of constant reminders to the employees.

3) If this statement would not work, why not and what would work?

It is possible that the statement would be ineffective if there was a lack of enthusiasm from workforce caused by age restrictions, language barriers, ethnic matters etc. Therefore any signs would need to have a pictorial element to attempt to overcome any language barriers.

4) What are the barriers to and facilitators for applying this statement?

Barriers

Language barriers could prevent some staff members from reading any signs that are promoting the stairs.

There would also be issues surrounding those workers who are disabled and therefore not able to use the stairs.

Facilitators

Employees may be encouraged if they were provided with information such as what the benefits of using the stairs are.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

It would work well in group settings but for the individual working alone there would not be the motivation.

6) What would the implications be for different groups of workers of implementing this statement?

Some employees do not have to go to other floors in the building during the day and therefore would not get to use the stairs. The statement may only be applied to a certain number of workers within the organisation.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps need to be filled.

3.4.3 Employer 29

Consultant, Estate Agents (major)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The statements would be beneficial if satisfactory arrangements can be made and will be appreciated in general by staff as people are increasingly aware of the need to adopt improved life styles.

In order to implement them arrangements would need to be made to allocate at least one staff member to set up scheme in approximately two-three weeks. They would also need to be allocated one day a month to monitor the success of the statements as employees would need continual engagement to maintain their levels of physical activity. Once these statements are implemented, they can easily be forgotten.

Any possible risks would need to be considered. These could include accidents leading to time off and the employer's liability insurers would have to be consulted. Employees with chronic health problems would need special consideration and some employers could be put off by this sort of snag

The organisation would be able to implement these statements and have sufficient knowledge to do so; however additional support could be given such as "trainer" that would be required on or off site. Local leisure centres/gyms could be involved particularly if netball teams and the like are to be involved. However, this would mean extra expense.

2) RELEVANCE TO ORGANISATIONS

Less than 50% of firms could cope with a programme of this type. They would need to have sufficient time and resources to be able to cope with the extra workload. Therefore large organisations are more likely to implement the statements.

Some organisations may be deterred by the potential for accidents or aggravated illness and there may be staff grievances from members who cannot utilise the facilities. Medical problems can veto participation but help from GP's would be forthcoming in many cases. Proper supervision can reduce risk but at a cost.

3) INCLUSION OF THE COMPLETE WORKFORCE

Approximately 40% of staff would take an interest in these statements, with the majority being the younger members of staff but often the more senior members need this type of encouragement.

Generally all employees would be subject to medical approval and therefore may not be able to take part in physical activity.

Those employees who work in shifts may have difficulty increasing their activity levels and may not be able to join in with group activities.

Organisations could encourage teams and regular competitions to help motivate staff and flexible working could be implemented to allow employees time to exercise.

4) IMPACT ON HEALTH INEQUALITIES

Extra support and information would need to be provided to those with health issues. They would need to be advised on what level of physical activity is suitable. This may result in the workforce being split by those who are physically active and those who refrain from activity.

5) IMPLEMENTING THE GUIDANCE

Grants and support from Government Agencies would be the main motivator for employers to implement the statements. They could involve extra staff and resources which many organisations would not be willing to produce.

Part 2

Statement 2

1) What would need to be done to make the statement work in your workplace?

A dedicated team would need to be set up to liaise with the staff and local leisure centres to put in place a strategy that encourages a better level of fitness. The first port of call is a free health check because it must be ensured that a fitness regime is suitable for the employee due to insurance and liability issues.

When in place the fitness team would need to have regular in-house discussions with staff. There would be the need for written advice and incentives like swimming for charity.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

It would help if it was followed up by groups such as Investors in People or Quality Control certification. It has to be seen to be "the thing to do" rather than a compulsory activity

3) If this statement would not work, why not and what would work?

The statement could work but it would be costly to introduce.

4) What are the barriers to and facilitators for applying this statement?

Barriers

The cost and the effort of setting up a scheme that would suit all types of staff.

Facilitator

Staff like to feel part of a "family" and if they can get a discount at the local gym by participating they might feel it has benefits. The carrot must be bigger than the stick.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

It would work with younger staff but more senior members can be set in their ways and if they have not exercised for many years it will be more trouble than it's worth to them, that is the challenge to the organisers.

6) What would the implications be for different groups of workers of implementing this statement?

It would be a problem for staff who work anti-social hours particularly week-end members because the leisure centres are very busy on Saturdays and Sundays. Our offices are open 7 days a week and it would not be feasible to fit everyone in the scheme.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps need to be filled.

Statement 4

1) What would need to be done to make the statement work in your workplace?

This would be a problem because most staff commute by car. Often this is a necessity for example, employees may need to pick children up from school and cart shopping home.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

There are limited prospects but as part of a general scheme for fitness some lunchtime walks might be arranged.

3) If this statement would not work, why not and what would work?

The Statement could work but it would be costly to introduce.

4) What are the barriers to and facilitators for applying this statement?

Barriers & Facilitators

Experience shows that staff either like exercise or they don't. Keen staff will always respond to employer initiatives but there are many who always feel they have something more important to do. Anything that improves employee health is obviously good but it has to be "put on a plate" to be effective. One of the real downsides is the broken leg caused by running downstairs with the tea tray followed by 4 months sick pay.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

The younger surveyors in the firm would think it was a real benefit but weekend staff are very unlikely to get involved. The concept would work only as an "off site" facility in our case and supervision is immediately an issue.

6) What would the implications be for different groups of workers of implementing this statement?

There would be a careful review of work times so that all staff had an opportunity to participate and late shift/weekenders would have to be given extra consideration. Specific times for exercise will be essential and attended by at least one senior member of staff. The best way forward is for different groups to exercise for different charities to promote friendly competition and be seen to be doing something positive for the community at large.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps need to be filled.

3.4.4 Employer 30

HR Manager, Manufacturing (Major)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

There is danger that the implementation of these statements would approach a 'nanny state' culture. Therefore the employers may be dubious about implementing them.

The statements would not be at the top of an employer's agenda as there are more pressing business issues that need attention. Extra investments such as grants towards gym memberships and flexible working would need to be implemented. Also, the organisation does not have sufficient knowledge of health and physical activity to provide the employees with information. External occupation health advice is available but these statements would require greater use of advice and the recruitment of trained staff.

2) RELEVANCE TO ORGANISATIONS

These statements would apply to all types of organisations. However, most organisations would be more concerned with other pressing business issues and would not have time to implement the statements.

3) INCLUSION OF THE COMPLETE WORKFORCE

The statements would not be rejected by the employees; however there is danger that many people will just ignore them. Negotiations have been made with local gyms to allow employees lower fee rates; however this has not been taken up by the majority of employees.

The statements would still apply to home workers and part time workers; however, there would be bigger issues such as effective communication that would arise.

4) IMPACT ON HEALTH INEQUALITIES

No response was given.

5) IMPLEMENTING THE GUIDANCE

Support would need to be provided to the employers. Outside parties such as specialist professionals would need to come into the workplace to set up clinics and seminars in order to provide advice to the workforce.

Grants and tax incentives would be a great motivator to employers to implement the statements. Next year the organisation is planning to implement the 'cycling to work' initiative. This may include tax breaks which helps the initiative to be implemented.

Part 2

Statement 2

1) What would need to be done to make the statement work in your workplace?

Support would be needed from all the different stakeholders and a range of information would need to be gained from a variety of channels. Flexible working would also need to be put in place.

The use of incentive schemes would not be put in place as employers would not want to pay for employees to exercise. If employees want to increase physical activity levels, they should do it for themselves.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

The statement would be accepted by some members of the workforce but others may just ignore them.

3) If this statement would not work, why not and what would work?

The organisation could take a health education focus. This would also include diet and nutrition information as well as changes being made in the canteen.

4) What are the barriers to and facilitators for applying this statement?

Barrier

There are limits as to how close an employer should get involved in an employee's personal life and this statement may begin to push the boundaries.

Facilitators

A business case would need to be produced to show the employers the benefits and procedures of implementing the statement.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement would be accepted and adhered to by those employees who are already fit. Those who are physically inactive are likely to ignore it.

6) What would the implications be for different groups of workers of implementing this statement?

Again, more communication would need to be given to home workers and part time workers to ensure they are given the same amount of information as the full time employees.

7) Are there any gaps in the statements that you feel need to be filled?

This statement may benefit from more detail. For example, definitions of what a multi-component programme is would be helpful.

Statement 4

1) What would need to be done to make the statement work in your workplace?

Lifts could be switched off to encourage staff to use the stairs. The organisation would also have to approach it from an educational aspect by explaining the health benefits of walking.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement would be one of the most successful ones and simple to implement as it is more direct and a clear initiative to get behind.

3) If this statement would not work, why not and what would work?

This statement would work.

4) What are the barriers to and facilitators for applying this statement?

Barriers

This again may face criticism by employees if they feel their employer is trying to get too involved in their personal lives.

Facilitators

Employees need to be made aware that this statement does not necessarily involve long distance walks. They need to be educated on the small exercises that can be done.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples were given.

6) What would the implications be for different groups of workers of implementing this statement?

Employees who work on the shop floor already undergo more walking during their working day and so may not need to be encouraged so much. More attention may be needed for those in sedentary roles.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps need to be filled.

3.4.5 Employer 31

HR Manager, Manufacturing (Major)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The statements would have no impact on current policy. There is a major problem within the production environment with regards to change that could effect production. There is a constant battle for occupational health and health and safety to implement such policies. There is current working with the council for employees to get discounted rates of local leisure activities.

2) RELEVANCE TO ORGANISATIONS

The statements vary in their relevance for different types of organisations. They are more relevant to public sector organisations. However, this would not apply to all public sectors, for example, the NHS would have staff shortages and those working on the wards would already do a lot of physical activity during the day.

They would be able to be implemented more easily in smaller organisations.

3) INCLUSION OF THE COMPLETE WORKFORCE

In South Wales there is a high incidence of CHD and obesity, and more recently alcohol and drug problems. There are lots of local initiatives to reduce these but the problem is still prevalent. It is difficult to change people's lifestyles in this area; therefore the statements may not be effective with employees.

The organisation also works on a 12 hour shift pattern, and therefore employees who are working a 12 hour shift are not encouraged to do any more activity.

Those employees who work in the offices are easier to motivate.

4) IMPACT ON HEALTH INEQUALITIES

Health promotion needs to be at a thought changing level and change how people view physical activity. At present the statements may only affect those who are interested in exercise.

5) IMPLEMENTING THE GUIDANCE

The workforce would need to be rotated so that people are not doing sedentary work constantly.

Part 2

Statement 1

1) What would need to be done to make the statement work in your workplace?

Support and commitment would need to be provided by management.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

Human Resources would need to help to drive initiatives. For example, only one area within the very large site has been designated as a smoking area – as a result of this some employees have given up smoking. A 'feel good factor' plays a large part in the effectiveness of a policy.

3) If this statement would not work, why not and what would work?

This statement would work – depending on the level of commitment from management and the workforce.

4) What are the barriers to and facilitators for applying this statement?

Barrier

A lack of support and motivation.

Facilitators

No facilitators were given.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples were given.

6) What would the implications be for different groups of workers of implementing this statement?

The effectiveness of the statement would differ for those working long shifts. Office workers are often easier to motivate.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps need to be filled.

Statement 4

1) What would need to be done to make the statement work in your workplace?

This statement would not be easy to implement as most people live too far away from work to walk. There is very poor public transport in the area and so most people drive to work.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement would not be very effective.

3) If this statement would not work, why not and what would work?

The organisation could promote out of work activities that the employees could take part in. This would not interrupt their work schedule or production levels.

4) What are the barriers to and facilitators for applying this statement?

Barriers

A lack of motivation from employees; long shifts resulting in discouragement from physical activity; the distance people live from the workplace.

Facilitators

There are no facilitators.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples are given.

6) What would the implications be for different groups of workers of implementing this statement?

It is easier to motivate the female office workers.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps need to be filled.

3.4.6 Employer 32

Group Personnel Manager, Wholesale Distribution (Major)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

There is not a policy in place at present regarding physical activity. There are many facilities at the head office site such as a gym, swimming pool and tennis courts. These could be publicised to a greater extent to ensure all employees are aware of what is available to them; however it is not possible to make employees undergo physical activity. Due to the vast range of activities already available, the organisation would not need extra investment or support to implement the statements.

2) RELEVANCE TO ORGANISATIONS

These statements tend to be limited to larger organisations, as there are more money and resources available. It is more difficult for smaller organisations to allow employees time throughout the day to take part in physical activity. It is possible for smaller organisations to provide employees with memberships to local gyms; however, this would only give employees the option of exercising outside of work.

3) INCLUSION OF THE COMPLETE WORKFORCE

Employees are unlikely to take notice of the statements. The organisation would publicise the statements but they are unlikely to be effective considering what is already put in place in the organisation. The organisation has depots throughout the country and the statements may not be feasible in factories and production lines.

4) IMPACT ON HEALTH INEQUALITIES

There will be a slight impact but nothing major. If people are forced to do activity there may be less health inequalities.

5) IMPLEMENTING THE GUIDANCE

Employees could be made more aware of what is available to them. The organisation could also work in partnership with local gyms and have instructors come into the workplace to conduct exercise classes.

Part 2

Statement 1

1) What would need to be done to make the statement work in your workplace?

There would need to be 'buy-in' from executives, which then needs to be cascaded down. Encouragement would need to be given to employees and ensure them that it is acceptable to undergo activity during the working day. Occupational Health would also need to be involved as they visit the workplace each month.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

There are already so many activity facilities already in place that this statement is unlikely to be effective. If there were no facilities available the statement would be highly effective. A 'before and after' measurement would need to be taken to see the effectiveness of the policy.

3) If this statement would not work, why not and what would work?

This statement may be ineffective if employee's workload would not allow them the time to exercise or they may not want to increase their hours on the workplace site. Instead of a policy a PR event/literature could be used to promote what is available to the employees and link this to the business such as higher productivity and lower sickness rates.

4) What are the barriers to and facilitators for applying this statement?

Barrier

There are no barriers to this statement – it is very straightforward.

Facilitators

Being healthy is very important and many employees are likely to want to ensure that they are healthy.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement is likely to be effective in head office and with office based roles, as their working hours are more flexible and they would be able to have colleagues cover them whilst they exercise. The statement is likely to be ineffective for those employees who work on production lines. These employees have more structured breaks and time away from work would effect productivity.

6) What would the implications be for different groups of workers of implementing this statement?

There are minimal implications in head office. However, it must be ensured that those employees in the factories do not feel discriminated as there are not activity facilities available to them.

7) Are there any gaps in the statements that you feel need to be filled?

No gaps need to be filled.

Statement 3

1) What would need to be done to make the statement work in your workplace?

Signs that contain information such as the calories burnt by walking up the stairs would encourage employees to use the stairs. It would also help if lifts were made slower.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement is likely to be very effective.

3) If this statement would not work, why not and what would work?

This statement would work.

4) What are the barriers to and facilitators for applying this statement?

Barriers

There are no barriers.

Facilitators

Employees would want to be health and burn calories, therefore are likely to use the stairs. If the signs were changed regularly containing a new fact each time it may help to maintain the employee's interest. The building manager would need to be consulted with to do this.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement is likely to be effective for those employees in office based roles but less effective for those employees working on production lines.

6) What would the implications be for different groups of workers of implementing this statement?

No implications were given.

7) Are there any gaps in the statements that you feel need to be filled?

No major gaps would need to be filled; however, this statement should not just be limited to the use of the stairs as there are many other things that can also be advertised.

3.4.7 Employer 33

Human Resources Manager, Local Government (Major)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

I think that the statements would have an impact, however there could be a financial problem with some of the statements, particularly if health checks were to be considered. This would be largely dependent on what aspects of the statements an organisation chose to adopt.

It is very important that any intervention that is introduced is sustainable and is continually reinforced to employees.

There were no major risks mentioned for employers from implementing the statements.

The major problem with the implementation of any scheme is the resources required.

2) RELEVANCE TO ORGANISATIONS

I think that the statements could be put in place by all types of employers. If employers are willing to adhere to the statements there is no reason why they cannot be implemented.

3) INCLUSION OF THE COMPLETE WORKFORCE

I think that on the whole employees would react well to the statements. People tend to like health initiatives especially if they receive any “freebies” or feel that they are getting something for nothing.

If the expertise and resource are available you can then ensure that you are not excluding any individuals. For example it could be very easy to over look disabled people.

4) IMPACT ON HEALTH INEQUALITIES

The main group that could be affected by health inequalities would be disabled people.

5) IMPLEMENTING THE GUIDANCE

In order to encourage employers to implement these statements there needs to be more information provided on the benefits to employers of implementing the statements.

Part 2

Statement 1 –Introduce and monitor an organisation-wide, multi-component programme to encourage employees to be physically active. This could be part of a broader programme to improve health. It could include:

- **Provision of a health check;**

- **Dissemination of information on how to be more physically active and the health benefits of such activity (this should be tailored to meet individual needs) along with written information about activities;**
- **Advice and support to help individuals plan how they are going to increase their levels of physical activity;**
- **Flexible working policies and incentive schemes to encourage employees to be more physically active.**

1) What would need to be done to make the statement work in your workplace?

There needs to be more than just a document available, there need to be tangible and practical suggestions for initiatives also.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

I don't think this statement would be very effective in the workplace.

3) If this statement would not work, why not and what would work?

There need to be more practical examples of what interventions should be included. This statement is very general and broad so could be interpreted by employers in different ways.

4) What are the barriers to and facilitators for applying this statement?

The barriers to implementing this statement include: knowledge and practical guidance to help employers implement this statement. Another barrier would be the attitude of the employer and the attitude of employees.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples given.

6) What would the implications be for different groups of workers of implementing this statement?

The statements are very broad and general and so they wouldn't mean anything.

7) Are there any gaps in the statements that you feel need to be filled?

The statements are too broad. What are multiple approaches?

Need more examples and helpful suggestions for employers. There need to be professional speakers and demonstrations to raise awareness of interventions and educate employees to what level of physical activity they should be trying to achieve.

Statement 3 – Put up signs at strategic points and distribute written information to encourage employees to use the stairs rather than taking a lift where possible. The signs could point out that climbing stairs burns calories, may be quicker than waiting for the lift and is a good form of exercise.

1) What would need to be done to make the statement work in your workplace?

I think if we were to stop the lifts from working this could be an effective way of enhancing the success of this statement.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

There is only one building which has a lift in our offices, so most employees are forced to use the stairs anyway.

3) If this statement would not work, why not and what would work?

This statement needs to be broader and give more examples of what employers could do. This would ensure that no employees would be excluded.

4) What are the barriers to and facilitators for applying this statement?

The main barriers for applying this statement are:

- Statement is too narrow;
- Statement excludes some members of the workforce.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement would not work in the offices that do not have a lift as there is no option but to use the stairs. There are some offices that may be just on the ground floor level, this would not be effective.

6) What would the implications be for different groups of workers of implementing this statement?

There would definitely be an issue here for disabled employees or those employees who are suffering from ill health. They could be excluded from any interventions that were promoting stair walking, which could raise other issues too.

7) Are there any gaps in the statements that you feel need to be filled?

It seems as though the statements in general move from one extreme to the other. This statement and statement 4 are too narrow and statements 1 and 3 are too broad.

There need to be more examples for this statement that are easy to implement, straight forward and cheap.

Employers need to be supplied with more information on why they should implement this statement.

3.4.8 Employer 34

HR Director, Telecommunications Company (Major)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

The interviewee felt that care should be taken on bearing too much responsibility onto the employer, and that this should be concerned in the synthesis and implementation of the statements. Within industry and indeed within the interviewee's organisation some jobs are more physically active, for those employees that are more physically active within this company their health is evaluated. However for office bound employees it is more difficult; however this organisation has initiatives for staff including gym membership and yoga classes.

It is important that employees are encouraged to put forward their suggestions on how best to integrate physical activity within the workplace.

Extra investment or provision may need to be made available and employers would have to absorb some of these costs in order to implement the statements. Employers may need to encourage and invest in facilities for their employees.

If implemented these statements would seek support from Occupational Health advisors to ensure that the wellbeing or health of the employee is the primary objective. It is imperative that the statements are relevant to their employees. Employers must ensure the statements are integrated in a manner so that employees believe that they are trying to improve the wellbeing and fitness of their staff.

Would need some additional guidance to ensure that the implementation of these statements ensures a positive contribution to employee wellbeing.

2) RELEVANCE TO ORGANISATIONS

There is no issue with applying this guidance to either the public or private sector workforce. Public sector organisations will tend to already have provisions for sports clubs, social clubs etc and their employees may have better access to these. These can be good for camaraderie and beneficial for team building as well as helping to increase physical activity. This type of physical recreation can help to improve health and mental wellbeing and also gives the opportunity for employees to develop support and friendship.

A typical barrier to organisations adopting the statements could be that if the statement will not help the employer then they will not be keen to put the time and effort into implementing the schemes. Employers could (although shouldn't) feel that physical activity could be a distraction and that it could encourage employees to take time out from working. They also made feel that they need to spend money on facilities. However employers should be encouraged to be seen as good employer and lay provision for health and physical activity.

3) INCLUSION OF THE COMPLETE WORKFORCE

Employees would generally react well to the statements as long as it was clear that it was a genuine concern and belief from employers that physical activity would improve their employee's wellbeing. There should be in no case any pressure put upon employees to partake in physical activity.

It is important that employers clearly explain to their employees why the statements are being implemented. It is imperative to stress that it the statements are for the sake of the wellbeing of the employees and not for any financial gain of the employer. That the employer wanted their employees to be healthy and for the statements to benefit them.

The statements do not lay adequate provision for people with disabilities, and employers would have to in certain cases adapt the statements to ensure that they were not excluded. However a "good employer" would provide a range of activities to encourage their employees to be active that was inclusive of their complete workforce.

Within this organisation there are a lot of employees that work over sea's and the different cultural issues for all of these individuals would need to be taken into account. For example in South East Asia and particularly Japan physical activity work is a prominent part of the working day, whereas in other countries it may not be so easy to implement. It would require an evaluation of the organisations overall policy to ensure that all employees were included.

4) IMPACT ON HEALTH INEQUALITIES

Care needs to be taken by the employer to understand the needs of all their employees. Some employees may be more than happy to share any medical problems that they have, whereas others may be uncomfortable with this. Employees would need to be able to express their views on what they felt was appropriate within the workplace. Some employees may feel very uncomfortable with the idea that their employer is aware of any medical conditions; a sensitive approach would be needed to be used in some cases.

5) IMPLEMENTING THE GUIDANCE

To implement the guidance the most effective method would be to use a staff forum to discuss what would be the most desirable and appropriate method from the employees perspective. If employers want their staff to uptake the statements they need to discover the best approach to take. This may require voluntary involvement from some employees.

This organisation recently had an issue with an employee that was becoming over reliant on alcohol and starting to show alcoholic tendencies. A strategy was used to encourage this employee to partake in physical activity and this helped to combat their over reliance on alcohol. This approach was tailored for the employee in question..

Part 2

Statement 1 – Develop an organisation-wide policy or plan to encourage employees to be more physically active. This should:

- **Include multiple approaches**
- **Be based on staff consultation**
- **Link to other internal HR policies (for example, on alcohol and smoking or flexible working) and to national health policies**
- **Set organisational targets**
- **Be sustainable**

1) What would need to be done to make the statement work in your workplace?

As there are no trade unions at this organisation, the approach that would be taken is to sit down with all the stakeholders and discuss what would work successfully and be the most appropriate for employee's.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

This statement will only be effective if this organisation was willing to provide support and facilities to implement the statement. Employees need to have a sense of why this statement is being implemented and why and how it would benefit them. There needs to be a work-life balance for the employee.

3) If this statement would not work, why not and what would work?

Employers may need more support and assistance in order to implement this statement, and they need to give clear guidance on what is meant by each of the points (e.g set organisational targets).

4) What are the barriers to and facilitators for applying this statement?

The barriers to implementing this statement include:

- Lack of commitment from senior managers;
- Time;
- Resources.

The facilitators for implementing this statement include:

- Commitment and support from human resources and occupational health departments

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

This statement would work within a most organisations, as long as they had the expertise, employee support, employer support, time and financial input to support it.

6) What would the implications be for different groups of workers of implementing this statement?

This statement would need to be tailored to the workforce of the employer in order to get it to work successfully.

7) Are there any gaps in the statements that you feel need to be filled?

The statements are there in essence, there needs to be support from both employers and employees. There needs to be assurance that sceptical employers will not block implementation of the statements or intimidate other employees.

The ideas that should be put to the employees need to come from the staff, to give them a greater likelihood of success.

- **Statement 3 – Put up signs at strategic points and distribute written information to encourage employees to use the stairs rather than taking a lift where possible. The signs could point out that climbing stairs burns calories, may be quicker than waiting for the lift and is a good form of exercise**

1) What would need to be done to make the statement work in your workplace?

This statement would be fairly simple to implement in this workplace once you had secured the commitment from staff. There could be campaigns to promote different initiatives on a weekly/monthly basis.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

The statement would be effective for some employees, you would need to use the intranet, notice boards and ensure that there was continuous encouragement.

3) If this statement would not work, why not and what would work?

This statement could be effective in the short term but would need continuous novel ideas in order to ensure that it was effective in the long term. Need to keep coming up with new ways to market the idea as people can get bored of one idea very easily.

4) What are the barriers to and facilitators for applying this statement?

The main barriers for this statement are:

- Employees may perceive it as unnecessary, it could be better to educate and encourage them;
- The schemes need to be implemented in context, for example in a single storey workplace this type of scheme would not work.

The main facilitators for this statement are:

- Could be integrated with an active travel policy, but would be heavily dependent on the context of the organisation.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples given.

6) What would the implications be for different groups of workers of implementing this statement?

Employees that could not use the stairs, due to disabilities or illness such as angina would not be able to use the stairs and therefore could not partake in this intervention.

7) Are there any gaps in the statements that you feel need to be filled?

For this statement it is most important that the employer is able to relate the statement to their workplace and so therefore ensure that it is relevant. It must be made to be relevant and therefore inclusive of every employee within the organisation.

It needs to appear sensible to staff and link in to other policies such as wellbeing (including mental health) and environmental policies.

3.4.9 Employer 35

Personnel Service Manager, Local Government (Major)

Part 1

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

It is quite hard to see these statements sitting on their own, they need to be integrated within other health and wellbeing policies. They would be best off “piggy backing” onto other policies.

There would need to be quite a bit of other provision and investment in order to successfully implement these statements into this organisation. We are a government organisation and we give our employees subsidised membership at local gyms and health clubs. However we have had to be reduce this provision as members of the public may have issue with civil servant receiving a reduced rate for use of facilities than them.

This organisation had around 5500 employees and there are lots of employees in different sectors and that working in different circumstances such as casual work or working from home. There is already an issue with communicating with theses employees for work related matters. Although we are trying to resolve this issue, trying to communicate other work related information such as promoting physical activity in the workplace could be very challenging.

There are no great risks per say, however need to ensure that the infrastructure is present. This organisation is a rural organisation and so most of the main routes to work do not have pavements on the roads. This would cause a safety issue for employees if we were to promote active travel to work, such as walking to work. We would need to assess all the statements for their feasibility for this workplace and check that the statements and initiatives are practical before we try and implement them.

We already have a flexible working policy, which allows employees to work between 6am and 8pm.

2) RELEVANCE TO ORGANISATIONS

A lot will depend on the resources that an organisation is willing and able to make available to implement these statements. There would need to be significant resources available to help ensure the success of the statements. Unfortunately resources are currently extremely tight for local authorities and there would be no way of putting forward the type of investment needed for some of these interventions to be successful. The priority for local government is the service need and this will always take priority.

There is always the suggestion that increasing health through physical activity and health related policies could decrease absenteeism and this could increase the service provided with current resources.

3) INCLUSION OF THE COMPLETE WORKFORCE

I think that generally employees would react positively to the statements. The Shaw (Scottish Health at Work) Awards, which is the free national programme for promoting health in the workplace has been embraced well by industry and employee within Scotland.

Interventions tend to work better in smaller, departmental groups, rather than company wide policies in large organisations.

Within this organisation the offices are rurally based and based at dispersed locations, therefore this would be a further challenge to ensure that all workers were included.

There would be certain specific issues for the different types of workers that make up our workforce. For example:

- Home-workers or shift workers may need additional funding in order to organise and implement provisions;
- Ethnic minority workers – need to translate information and people aware of barriers for participation in physical activity (particularly for women and clothing issues);
- Disable workers – may need to lay additional provision for access to facilities.

Much of the health screening or testing could be tied up with NHS provisions for these services such as vibration test, eye tests, hearing test and health screening.

4) IMPACT ON HEALTH INEQUALITIES

Small incremental steps will be the best way to approach this with employees and then it is more likely that the interventions will be a success.

Simple types of exercise can be used such as pedometers to encourage individuals to walk.

5) IMPLEMENTING THE GUIDANCE

If our organisation was supplied with the knowledge and expertise to implement the statements and it not take up so much resource at this end that would be beneficial for organisations of all sizes. Sports Development Officers could help advise the best ways to implement these statements in the workplace.

Part 2

Statement 1 –Introduce and monitor an organisation-wide, multi-component programme to encourage employees to be physically active. This could be part of a broader programme to improve health. It could include:

- **Provision of a health check;**
- **Dissemination of information on how to be more physically active and the health benefits of such activity (this should be tailored to meet individual needs) along with written information about activities;**
- **Advice and support to help individuals plan how they are going to increase their levels of physical activity;**
- **Flexible working policies and incentive schemes to encourage employees to be more physically active.**

1) What would need to be done to make the statement work in your workplace?

Need to allocate who will be responsible for operating and implementing the statements. If senior management buy-in can be secured than this will help to secure resources to implement the statements. Unions need to be involved too. The statements need to be approached in such a way that they can be “sold” to employees.

2) To what extent do you think that this statement would be effective in your (or your client’s) workplace?

Health checks will only work if there was an arrangement with local health services. Otherwise who would meet the cost of the health checks.

In order to include all types of workers, perhaps the use of a DVD that can be sent to all employees to encourage physical activity in the working day.

3) If this statement would not work, why not and what would work?

This statement would be difficult to implement, but this is not due to the statement itself but due to the beliefs of the employees. There is nothing in this statement that could not be implemented if management are willing to support it and employees willing to embrace it.

4) What are the barriers to and facilitators for applying this statement?

The barriers for this statement include legal issues and the rural nature of the company and accessibility of facilities.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

As the company is in such a rural location and we have many home workers the most accessible way to implement this statement to all workers could be through the use of a DVD.

6) What would the implications be for different groups of workers of implementing this statement?

It can be difficult to access facilities in this area, particularly for the following workers; home workers, shift workers. Who would pay for the time spent, would this be from council time or other time?

7) Are there any gaps in the statements that you feel need to be filled?

The importance of encouraging support from senior managers is not emphasised enough.

Statement 4 – Encourage employees to increase the distance they walk during the working day. For example, encourage them to walk part or all of the way to and from work, provide information about walking routes and encourage them to set goals and monitor the distance they walk.

1) What would need to be done to make the statement work in your workplace?

This would be very dependent on the environment in which people work. Around the offices of this organisation there is no street lighting and no pavements and so in the winter months it would not be feasible or safe to expect employees to walk to work.

It would be essential that in any scheme that the organisation proposed that the majority was catered for.

2) To what extent do you think that this statement would be effective in your (or your client's) workplace?

It would be difficult to make this statement work as this particular organisation due to the locations of the offices and the environment surrounding them. As mentioned above there are no pavements on the footpaths round the office and so walking to and from work or walking at lunchtime would not be safe.

3) If this statement would not work, why not and what would work?

I think that we would struggle to set goals for our employees and that they may resist us doing this. I don't think that the statements are clear on how we would set goals either.

I think that this statement would work better if it tied into government initiatives.

4) What are the barriers to and facilitators for applying this statement?

The main barriers for applying this statement are:

- Time;
- Weather

The main facilitators for applying this statement are:

- Expenditure.

5) Can you think of any specific examples of where this statement would work and would not work within your workplace?

No examples given.

6) What would the implications be for different groups of workers of implementing this statement?

There are some workers within this organisation that are already physically active as part of their working day (e.g. refuse workers). However this would be more important for the more sedentary office workers and car-based workers.

7) Are there any gaps in the statements that you feel need to be filled?

There doesn't seem to be the knowledge or expertise available for employers to help them to successfully implement the statements. There needs to be more support provided.

4 APPENDIX D - RECRUITMENT MATERIALS

NAME

ADDRESS

2nd November 2007

Ref: CL 2027

Dear NAME,

Invitation:

Workshop to review proposed NICE recommendations on how to promote physical activity in the workplace.

We write to invite one or more representatives of (name of organisation) to attend a workshop to review **draft** NICE recommendations **on how to promote physical activity in the workplace**.

These workshops aim to explore the relevance, utility and feasibility of the draft guidance and the conditions required for effective implementation and delivery of specific recommendations. We wish to consider the following types of issues:

1. What are your views of the relevance and usefulness of the recommendations?
2. What impact might the recommendations have on policy, service provision and practice?
3. What factors could impact implementation of the recommendations?
4. How well do the recommendations match with your experience?

We have identified your organisation as being either a potential provider of relevant services, a representative of employers or employees that may be affected by or benefit from the recommendations.

The feedback from these workshops will be considered by the Public Health Interventions Advisory Committee (PHIAC) in February 2008. The draft recommendations may be amended as a result of this process and the feedback received from stakeholders during the public consultation.

The issues to be covered at the workshops and a background paper will be issued to all delegates in advance of the workshops. Each workshop will last three hours, with a tea/coffee break.

The workshops are being held at:

- Central London (10 Fitzroy Square, W1T 5HP) 4th December 2007;
- Central Manchester (Portland Hotel at 101 Portland Street, M1 6DF) 6th December 2007;
- Central Newcastle (Novotel Hotel on Ponteland Road, Kenton, NE3 3HZ) 11th December. 2007;
- Central London (10 Fitzroy Square, W1T 5HP) 13th December 2007

There will be a morning (10.00 to 13.00) and an afternoon (14.00 to 17.00) workshop on each of these days, i.e. two workshops per day that you can choose from.

The workshops are being organised and facilitated by Greenstreet Berman Ltd, on behalf of NICE. Greenstreet Berman Ltd will run, transcribe and report the workshops. A representative of NICE may also attend as an observer.

You may contact Chris Carmona of NICE on 020-7400-0664 if you wish to check that NICE have commissioned Greenstreet Berman to run these workshops.

We would be grateful if you reply by email to alicia.tobierre@greenstreet.co.uk or telephone Alicia on 020-7874-1571 with your response. Can you please indicate:

- Which workshop you would like to attend;
- Your second preference for a workshop date; and;
- Name and contact (telephone, address and email) of the person(s) who will be attending?

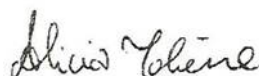
Please do not reply to this invitation to NICE.

We will accept requests to attend a workshop on a first come first served basis. As there is limited space at each workshop if you have a strong preference, please respond quickly. We will liaise with you if your preferred choice is fully booked.

Thank you very much for considering this invitation. We hope that you or another representative(s) of your organisation will be able to attend one of our sessions.

If you are unable to attend please do pass this invitation on to other people in your organisation who may be able to contribute to the workshops.

✖



Alicia Tobierre

alicia.tobierre@greenstreet.co.uk

Direct Line: 020-7874-1571

5 APPENDIX E - WORKSHOP PRO-FORMA

A separate workshop pro-forma was produced for the facilitators and delegates (facilitator's version minus the prompts). The facilitator's version is included below.

NICE DRAFT PHYSICAL ACTIVITY STATEMENTS: WORKSHOP GROUP TOPIC GUIDE

Introduction

Thank you very much for attending this workshop today run by Greenstreet Berman Ltd on behalf of the National Institute for Health and Clinical Excellence. NICE is the independent organisation responsible for providing national guidance on the promotion of good health and the prevention and treatment of ill health. The Department of Health commissions NICE to develop clinical guidelines and guidance on public health. NICE guidance is developed using the expertise of the NHS and the wider healthcare community including NHS staff, healthcare professionals, patients and carers, industry and the academic world. Once NICE publishes clinical guidance, health professionals and the organisations that employ them are expected to take it fully into account.

Although the methods for developing the various forms of guidance differ, all the development processes are underpinned by the key Institute principles of basing recommendations on the best available evidence and involving all stakeholders in a transparent and collaborative manner. For more information visit www.nice.org.uk

I am Alex Rogers and I am the lead facilitator for today. My colleague Rachel Evans is the second facilitator who will scribe the main sessions and facilitate one of the sub-groups. We have/do not have a NICE observer today, who is x. The feedback from these workshops will be considered by the Public Health Interventions Advisory Committee (PHIAC) in February 2008. The draft statements may be amended as a result of this process and the feedback received from stakeholders during the public consultation.

This workshop aims to get your opinion on the draft statements on promoting physical activity in the workplace, particularly:

- What are your views of the relevance and usefulness of the statements?
- What impact might the statements have on policy, service provision and practice?
- What factors could impact implementation of the statements?
- How well do the statements match with your experience?

The statements

To start I will explain a little bit about the reasons why the statements have been developed. In 2006 the Department of Health requested that NICE,

‘produce intervention guidance on workplace health promotion with reference to physical activity and what works in motivating and changing employee’s health behaviour.’

Physical activity is defined as “any bodily movement produced by skeletal muscle that result’s in energy expenditure”. The current recommended level of activity to gain the basic health benefits is for adults to achieve at least thirty minutes of at least moderate intensity physical activity five days of the week. Moderate intensity activity is of a level that increases heart and breathing rates and may make the person feel warm. Common examples include brisk [5kph] walking or cycling to work, using the stairs instead of the lift, activity breaks and encouraging employees to lead active lifestyles such as five 30 minute sessions of moderate activity per week. The statements are for employers to encourage and make it easier for employees to participate in physical activity in the workplace.

There are 4 statements. They are:

1. Develop an organisation-wide policy or plan to encourage employees to be more physically active. This should:
 - Include multiple approaches
 - be based on a staff consultation
 - link to other internal HR policies (for example, on alcohol and smoking or flexible working) and to national health policies
 - set organisational targets
 - be sustainable.
2. Introduce and monitor an organisation-wide, multi-component programme to encourage employees to be physically active. This could be part of a broader programme to improve health. It could include:
 - provision of a health check
 - dissemination of information on how to be more physically active and the health benefits of such activity (this should be tailored to meet individual needs) along with written information about activities
 - advice and support to help individuals plan how they are going to increase their levels of physical activity

- flexible working policies and incentive schemes to encourage employees to be physically active.
 - Ensure employees are involved in planning and designing activities.
3. Put up signs at strategic points and distribute written information to encourage employees to use the stairs rather than taking a lift where possible. The signs could point out that climbing stairs burns calories, may be quicker than waiting for the lift and is a good form of exercise.
 4. Encourage employees to increase the distance they walk during the working day. For example, encourage them to walk part or all of the way to and from work, provide information about walking routes and encourage them to set goals and monitor the distances they walk.

The statements are aimed at employers, occupational health and other professionals working in the public, private and voluntary and community sectors that have a direct or indirect role in – and/or interest in– the promotion of physical activity in the workplace. We are seeking feedback from organizations that provide services related to promotion of physical activity or provision of physical activity services, and from organizations that may commission such services or initiate workplace activities. We are also seeking feedback from representatives of employees.

The guidance was developed through a four phased process, this included:

1. Drafting of a scope to identify the remit of the work.
2. Consultation to ensure relevance and usefulness of the scope.
3. Reviews of the relevant literature to identify:
 - Which types of workplace PA intervention were effective in changing behaviour for different workforce sectors and types;
 - What aspects of design and delivery contributed to effective workplace PA interventions;
 - What the motivators, barriers and facilitators were for employers and employees;
 - What interventions are cost-effective?

The literature review used strict inclusion criteria, which stipulated that:

- The primary aim had to be to increase physical activity;
- Must be targeted at employed adults;

- Must be initiated or endorsed by employer;
 - Outcome measure included a measure of PA and a pre-post measure (behaviour change);
 - Published 1996 or later.
4. Consultation on the review to identify any missing evidence.
 5. PHIAC review of the evidence and drafting of the statements.
 6. Stakeholder consultation to evaluate the relevance, usefulness and implementability of the statements. This workshop today forms part of this stage.

Your role

We have identified all delegates present today as representing one of:

- employers
- employees that may be affected by or benefit from the statements
- public or private health services
- occupational health or HR professionals

The role of each of you is to provide feedback that can be used by NICE to review and refine the statements to ensure that they are useful, implementable and relevant in the working environment. We are also looking for case study examples of where the statements may and may not work, and will be asking for your input for these in the second part of this workshop.

This workshop

This workshop will last for approximately 3 hours and will consist of the following sessions:

- General review of the guidance; 1 hour
- Tea break; 15 minutes;
- Statement specific review in which we will break into smaller groups; 1 hour and 15 minutes;
- Plenary appraisal; 15 minute
- Your individual evaluation of today. 5 minutes

Please be aware that we are recording today's discussion. The recording will be transcribed and kept in an archive by NICE. We will not identify any individual by name or incidentally in our report. The transcript will not note who made each point unless you name yourself. The transcript will only be used to check the summary of the discussion. Please advise us if you object to being recorded.

Housekeeping

Before we start today I will just run through a few housekeeping issues:

- Fire escape and location of toilets
- The reporting of proceedings will be anonymized, no individuals will be identified in the reporting of these focus groups;
- There is no right or wrong answer today, we value your opinion for this evaluation
- Ground rules – only one person to talk at one time, value each others contributions, be supportive etc
- We will be recording and transcribing the workshop just so we don't miss anything
- Rachel Evans of Greenstreet Berman will be making some notes throughout as well;
- We will produce a written summary of your feedback;
- We will provide (after the workshop) you with a copy of our summary of the workshop for your comment before we finalise it

Session 1 – General review of the guidance (1 hour)

Before we get into the details of the statements for today's discussion we need to alert you to the 'limits' of the work and to highlight other work being carried out by NICE. Earlier the inclusion criteria for the reviews to support this work were set out. As well as this, it is important for you to realise that interventions which were about changing the physical environment are not included in this work. This would include changes within the workplace itself or changes in the broader environment. Examples might include the sitting or painting of a stairwell or the provision of a cycle route to a workplace. The reason for this exclusion is NOT because NICE believes these to be unimportant but because changes to the physical environment to promote physical activity have been the subject of another piece of guidance work, due to be published in January 2008. The statements from this have been through a process similar to the one to examine today's statements. Today's discussions should do not dwell overly this topic.

We would first like explore your thoughts on the statements, specifically considering the relevance, utility and implementability of the statements. You should have received a statement of the statements in your delegates pack. If you have not had the opportunity to read the statements if I could ask you to read through them now – we have copies of the statements if anyone needs a spare.

< Attendees read through statements >

Please be aware that we will talk through each specific statement in the next session, this section is to explore the statements as a whole.

To start;

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY (20 minutes)

- How do you think the statements may impact business policy (regarding promotion of physical activity at work) and why?

Additional questions as necessary:

- To what extent would extra provision or investment be needed to implement the statements – by small, medium or large organisations?

Prompts if necessary – e.g. counselling costs, gym membership, staff time, opportunity costs, consultancy fees, signs, access to information/leaflets? Etc

- To what extent would these statements require an extension to current strategies or a complete re-design of them?

Prompt if necessary – e.g. flexible working, extension to DSE (display screen equipment) assessments or supervision etc

- Do you think that the statements can be achieved by a one off intervention, or do you think that you would need to work with employees on a continual basis to maintain their engagement?

- Do you think that the statements will be able to be successfully implemented into your (or your clients') organisation(s)?

Prompt if necessary – e.g. lack of employee support, workforce are scattered, too rural (reliant on cars), safety concerns about walking/cycling to work.

- Are there any risks for employers arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?

Prompt if necessary – E.g. Adverse employee reaction, reduction in time spent productively at work, age or disability discrimination.

- Would employers have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?

Prompt if necessary – e.g. knowledge of how to adapt statements to needs of aged persons, how to plan walking/cycling routes to work, where to secure counselling services etc.

- What additional support may employers need to successfully implement the statements?

Prompt if necessary – e.g. advice, grants, good practice case studies, advice on disability and age discrimination.

2) RELEVANCE TO ORGANISATIONS (15 minutes)

- To what extent do you think that the statements can be put in place by all types of organisations? (E.g. private/public, size of organisation)?

Prompt if necessary – e.g. SME's affordability, rural (car dependent) based organisations, organisations with long commuting routes.

- What potential barriers could be foreseen by some types of organisations in adopting the statements?

Prompt if necessary – e.g. costs treated as taxable employee benefit, employee reaction, lack of time to implement etc

- With practical experience in mind how best might these be overcome?

Prompt if necessary – e.g. involve employees in planning schemes, provide grants or low costs advice services.

3) INCLUSION OF THE COMPLETE WORKFORCE (15 minutes)

- How do you think employees would react to the statements?
- To what extent do you think that the statements are applicable to all members of the UK workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all types of employees?
- **(Prompt if necessary)** Thinking particularly about:
 - Women versus men;
 - Shift workers;
 - Home workers;
 - Casual sedentary workers;
 - People in sedentary work (e.g. call centres, bus/lorry drivers, administrative occupations;

- Disabled;
 - Obese;
 - Individuals in poor health;
 - Migrant workers;
 - People without English as a first language;
 - Pregnant workers;
 - People of ethnic minorities;
 - People with disabilities who may experience discrimination.
- What do you think employers can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

Prompt if necessary – e.g. seek advice from specialists, ad guidance to the statements for specific groups of people.

4) DIFFERENTIAL IMPACT ON VARIOUS GROUPS (5 minutes)

- How might the statements impact various groups of workers differently?

Prompt if necessary – e.g. do you think that the statements may be more likely to increase activity levels in sedentary groups or those who already meet government statements? Could they alienate people who are not physically active? Are they more likely to be taken up by some subgroup of employers or employees (see list above for e.g.s)?

5) IMPLEMENTING THE GUIDANCE (5 minutes)

- How do you think employers can be encouraged to promote physical activity at work?

Prompt if necessary – explaining the business case, demonstrating low cost options, grants, tax breaks etc.

<Tea Break – 15 minutes>

Session 2 – Group-based assessment of each statement (1 hour)

< Group divided into two sub groups.>

The aim of this section is to formulate a group based appraisal of each of the statements. We will talk through each statement in turn.

Please can I refer you to the list of statements again. We are going to consider statements (x, y, z). In addition to discussing each statement as a group, we would ask that you each make notes on the appraisal forms and hand them back to me at the end of this session, thank you.

Statement 1 <READ OUT>

1. What would need to be done to make the statement work in your (or your clients') workplace?
2. To what extent do you think that this statement would be effective in your (or your clients') workplace?
3. If this statement would not work, why not and what would work?
4. What are the barriers to and facilitators for applying this statement? For example:
 - a. Want to be a good employer, want to reduce absence – employer leadership
 - b. Expense – low cost policy vs investment of time
 - c. Employee support/resistance to employer led initiatives on exercise
 - d. Health and safety risks, weather, pollution, long commuting distance
5. Can you think of any specific examples of where this statement would work and would not work within your workplace? **Please use the case study template to make notes.**
6. What would the implications be for different groups of implementing this statement?

<REPEAT QUESTIONS ABOVE FOR STATEMENTS 2-4>

7. Are there any gaps in the statements that you feel need to be filled?

Session 3 – Plenary session (15 minutes)

Feedback from a representative of each of the groups. General discussion of findings.

Workshop evaluation (5 minutes)

Hand out the evaluation sheets and collect all papers from meeting attendee's.

6 APPENDIX F - ADDITIONAL STAKEHOLDER TELEPHONE INTERVIEW PRO-FORMA

NICE DRAFT PHYSICAL ACTIVITY STATEMENTS: TELEPHONE GUIDE

Introduction

Thank you very much for agreeing to this interview which we are completing on behalf of the National Institute for Health and Clinical Excellence. The feedback from this interview will be considered by the Public Health Interventions Advisory Committee (PHIAC) in February 2008. The draft statements may be amended as a result of this process and the feedback received from stakeholders during the public consultation.

This interview aims to get your opinion on the draft statements on promoting physical activity in the workplace. Your feedback will be used by NICE to review and refine the statements to ensure that they are useful, implementable and relevant in the working environment.

This interview will last for approximately 15 to 25 minutes. I will produce a written summary of your feedback and send you a copy to check before we finalise it

The statements

The statements are for employers to encourage and make it easier for employees to participate in physical activity in the workplace.

Part 1 – General review of the guidance

We would first like explore your thoughts on the statements as a whole. You should have received a copy of the statements. If you have not had the opportunity to read the statements I can repeat them now.

To start;

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY (5 minutes)

- How do you think the statements may impact organisations' policy (regarding promotion of physical activity at work) and why?

Additional questions as necessary:

- To what extent would extra provision or investment be needed to implement the statements by organisations?

- To what extent would these statements require an extension to current strategies or a complete re-design of them?
- Do you think that the statements can be achieved by a one off intervention, or do you think that organisations would need to work with employees on a continual basis to maintain their engagement?
- Do you think that the statements will be able to be successfully implemented into organisations?
- Are there any risks for organisations arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?
- Would organisations have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?
- What additional support may organisations need to successfully implement the statements?

2) RELEVANCE TO ORGANISATIONS (5 minutes)

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?
- What potential barriers could be foreseen by some types of organisations in adopting the statements?
- With practical experience in mind how best might these be overcome?

3) INCLUSION OF THE COMPLETE WORKFORCE (5 minutes)

- How do you think employees would react to the statements?
- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?
- (Prompt if necessary) Thinking particularly about:
 - Women versus men

- Shift workers
 - Home workers
 - Casual sedentary workers
 - People in sedentary work (e.g. call centres, bus/lorry drivers, administrative occupations)
 - Migrant workers
 - People without English as a first language
 - Pregnant workers
 - People of ethnic minorities
 - People with disabilities who may experience discrimination
- What do you think organisations can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

4) IMPACT ON HEALTH INEQUALITIES (2.5 minutes)

- How might the statements impact various groups of workers differently?

5) IMPLEMENTING THE GUIDANCE (2.5 minutes)

- How do you think organisations can be encouraged to promote physical activity at work?

Part 2 (5 minutes)

I would now like to talk through 2 of the statements.

Please can I refer you to statements x and y.

Statement 1 <READ OUT>

1. What would need to be done to make the statement work in workplaces?
2. To what extent do you think that this statement would be effective in workplace?
3. If this statement would not work, why not and what would work?

4. What are the barriers to and facilitators for applying this statement? For example:
 - e. Want to be a good employer, want to reduce absence – employer leadership
 - f. Expense – low cost policy vs investment of time
 - g. Employee support/resistance to employer led initiatives on exercise
 - h. Health and safety risks, weather, pollution, long commuting distance
5. Can you think of any specific examples of where this statement would work and would not work?
6. What would the implications be for different groups of workers of implementing this statement?

<REPEAT QUESTIONS ABOVE FOR NEXT STATEMENT AS TIME ALLOWS>

7. Are there any gaps in the statements that you feel need to be filled?

Thank you very much and close.

7 APPENDIX G – EMPLOYER TELEPHONE INTERVIEW PRO-FORMA

NICE DRAFT PHYSICAL ACTIVITY STATEMENTS: TELEPHONE GUIDE

Introduction

Thank you very much for agreeing to this interview which we are completing on behalf of the National Institute for Health and Clinical Excellence. The feedback from this interview will be considered by the Public Health Interventions Advisory Committee (PHIAC) in February 2008. The draft statements may be amended as a result of this process and the feedback received from stakeholders during the public consultation.

This interview aims to get your opinion on the draft statements on promoting physical activity in the workplace. Your feedback will be used by NICE to review and refine the statements to ensure that they are useful, implementable and relevant in the working environment.

This interview will last for approximately 15 to 25 minutes. I will produce a written summary of your feedback and send you a copy to check before we finalise it

The statements

The statements are for employers to encourage and make it easier for employees to participate in physical activity in the workplace.

Part 1 – General review of the guidance

We would first like explore your thoughts on the statements as a whole. You should have received a copy of the statements. If you have not had the opportunity to read the statements I can repeat them now.

To start;

1) IMPACT OF THE GUIDANCE ON CURRENT POLICY/STRATEGY

- How do you think the statements may impact your organisations policy (regarding promotion of physical activity at work) and why?

Additional questions as necessary:

- To what extent would extra provision or investment be needed to implement the statements by your organisation?

- To what extent would these statements require an extension to current strategies or a complete re-design of them?
- Do you think that the statements can be achieved by a one off intervention, or do you think that you would need to work with employees on a continual basis to maintain their engagement?
- Do you think that the statements will be able to be successfully implemented into your organisation?
- Are there any risks for your organisation arising from implementing these statements? If so what might they be and in what way might they influence employers' motivation to adopt the statements?
- Would your organisation have sufficient knowledge to successfully introduce the statements for all types of employees (including hard to reach and vulnerable communities)?
- What additional support may your organisation need to successfully implement the statements?

2) RELEVANCE TO ORGANISATIONS

- To what extent do you think that the statements can be put in place by all types of organisations? (e.g. private/public, size of organisation)?
- What potential barriers could be foreseen by some types of organisations in adopting the statements?
- With practical experience in mind how best might these be overcome?

3) INCLUSION OF THE COMPLETE WORKFORCE

- How do you think your employees would react to the statements?
- To what extent do you think that the statements are applicable to all members of your workforce (such minority groups, vulnerable groups and hard to reach groups) – if not who and why not? How might the statements be made applicable to all of your employees?
- (Prompt if necessary) Thinking particularly about:

- Women versus men
 - Shift workers
 - Home workers
 - Casual sedentary workers
 - People in sedentary work (e.g. call centres, bus/lorry drivers, administrative occupations)
 - Migrant workers
 - People without English as a first language
 - Pregnant workers
 - People of ethnic minorities
 - People with disabilities who may experience discrimination
- What do you think your organisation can do to help encourage employee acceptance of the activities arising from these statements? (e.g. incentives, flexible working etc)

4) IMPACT ON HEALTH INEQUALITIES

- How might the guidance impact health inequalities?

5) IMPLEMENTING THE GUIDANCE

- How do you think your organisation can be encouraged to promote physical activity at work?

Part 2

I would now like to talk through 2 of the statements.

Please can I refer you to statements x and y.

Statement 1 <READ OUT>

1. What would need to be done to make the statement work in your workplace?

2. To what extent do you think that this statement would be effective in your (or your client's) workplace?
3. If this statement would not work, why not and what would work?
4. What are the barriers to and facilitators for applying this statement? For example:
 - i. Want to be a good employer, want to reduce absence – employer leadership
 - j. Expense – low cost policy vs investment of time
 - k. Employee support/resistance to employer led initiatives on exercise
 - l. Health and safety risks, weather, pollution, long commuting distance
5. Can you think of any specific examples of where this statement would work and would not work within your workplace?
6. What would the implications be for different groups of workers of implementing this statement?

<REPEAT QUESTIONS ABOVE FOR NEXT STATEMENT AS TIME ALLOWS>

7. Are there any gaps in the statements that you feel need to be filled?

Thank you very much and close.