



SOCIAL ENTERPRISES AND THE HEALTHY WORKING LIVES INITIATIVE

SENSCOT



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INTRODUCTION & SUMMARY

1.

These 5 case studies have been commissioned by Senscot with support from the Scottish Centre for Healthy Working Lives to provide a snapshot of the involvement of social enterprises in the Healthy Working Lives (HWL) initiative. They demonstrate that there are considerable benefits for social enterprises in participating in the HWL initiative. These include improving the health and safety of their staff and volunteers; re-inforcing their health work with clients and customers; demonstrating their standing as good employers; and earning income from supplying products and services to other organisations engaged in the HWL initiative. This suggests that many more social enterprises should be involved in the HWL initiative than currently.

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www.senscot.net

www.healthyworkinglives.com

HEALTHY WORKING LIVES

2.

The Scottish Executive published in 2004 its strategy document “Healthy Working Lives: a plan for action” which set out how it planned to put the workplace strand of its health improvement plans into action. The Scottish Centre for Healthy Working Lives was set up in April 2005 to drive forward Scotland’s effort to improve the health of Scotland’s working age population. It works to help employers, employees and all its partner agencies come together to create a much healthier and more motivated workforce. To do this, it offers free, confidential Workplace Visits, practical information and advice, and a structured Award Programme.

‘The Scottish Centre for Healthy Working Lives was set up in April 2005 to drive forward Scotland’s effort to improve the health of Scotland’s working age population.’

3.

The Award Programme supports employers and employees to develop health promotion and safety themes in the workplace in a practical, logical way that is beneficial to all. Having registered, organisations can begin working up through the three levels of Award, from Bronze and Silver, and on to Gold. The Bronze and Silver Awards each have core criteria which an organisation must meet in full and additional criteria from which the organisation can select two for the Bronze Award and one for the Silver Award. For the Gold Award, an organisation must demonstrate a clear commitment to promoting Healthy Working Lives as an integral part of the business, through a three year strategy with annual action plans. They must also meet all additional criteria not selected for the Bronze and Silver Awards. There is also a Commendation Award for Mental Health and Well-being which organisations can achieve after they have achieved a Bronze Award by meeting three additional criteria. There is a network of local advisors to support organisations and to provide free workplace visits to small and medium sized organisations.

THE CASE STUDY ORGANISATIONS

4.

The 5 organisations featured in this report represent a range of social enterprises. You Can Cook is in its first year of operation while others are long-established and much larger, for example Aberdeen Foyer which has been in existence since 1995. Aberdeen Foyer is also unique in this group in that it has created a social enterprise group within the organisation. The social enterprises also show a range of organisational and business approaches, including the extent to which volunteers are an important part of the organisation. Two of the social enterprises operate within the field of healthy food and eating (Welfehd and You Can Cook) while the others provide a variety of services to vulnerable or disadvantaged people (Aberdeen Foyer, The Food Train and Unity). The social enterprises work in a variety of geographic settings. Such a small group cannot obviously be completely representative of such a diverse sector as social enterprise but they do provide an insight into the engagement of social enterprises in the HWL initiative,

‘Social enterprises... as organisations in their own right seeking to promote healthy and safe working lives for their staff and volunteers.’

SOCIAL ENTERPRISES AND HEALTHY WORKING LIVES

5.

Social enterprises are engaged with the HWL initiative in two ways. The first is as organisations in their own right seeking to promote healthy and safe working lives for their staff and volunteers. The second is as businesses identifying ways in which their products and services could be of benefit to other organisations which are working to achieve the HWL awards.

6.

These case studies reveal a number of main points about the involvement of social enterprises in the HWL initiative as organisations:

- The social enterprises which were interviewed for this study and were involved in the HWL initiative had no doubts about its importance or benefits both in helping to promote healthy lifestyles to their staff and volunteers and in demonstrating their commitment to being good employers to potential staff.
- The HWL Initiative appears to be flexible both in its award criteria and in their interpretation to be able to meet the needs of smaller and larger organisations.

- A common key to success seems to be a combination of managerial commitment and the championing of the HWL agenda by staff themselves and not necessarily significant additional resources. However, some social enterprises, such as Aberdeen Foyer, have as part of their service delivery role dedicated health staff who can help develop and drive the HWL agenda forward.
- Those organisations which have a remit to improve the health of their clients or customers, for example Unity and the Aberdeen Foyer, have found that involvement in the HWL initiative has also helped with their work with clients and customers. It can both increase the impact of health improvement work with clients – for example, when clients and staff both take part in stop smoking groups – and also help develop better relationships (for example, when staff and clients from Unity both took part in a local run).
- Some organisations will face particular issues in undertaking health promotion work with volunteers, especially where they have a high number of volunteers (for example about 200 in the case of the Food Train). Access to some additional resources could help them do so more extensively and effectively.

7.

As far as the opportunity to sell services to organisations, the main points which emerge from these case study organisations are:

- Some social enterprises working in the field of healthy food and eating are aware of the business opportunities to sell produce and services to other organisations which are working to achieve HWL awards.
- To date the scale of trading has been limited but there are plans by social enterprises to do more. This planning ranges from an initial awareness and intention to investigate the opportunities (You Can Cook) through to a planned promotion of services to local organisations (Welfare). These plans have already moved beyond the provision of healthy food to the provision of education and training services in healthy eating and cooking.
- The awareness and motivation to develop business activities in this field has come partly from work by Senscot to raise awareness of the HWL initiative (in the case of You Can Cook) and also from approaches from local organisations to social enterprises to provide products and services (for example, in the case of Welfare).

CONCLUSIONS

8.

Social enterprises are engaging with the HWL initiative and achieving notable benefits as a result. However, it would appear from the awards section of the HWL website that relatively few social enterprises (and indeed third sector organisations more widely) have achieved HWL awards despite the clear advantages of doing so. There seems to be a lot of untapped potential for the HWL initiative to be promoted to social enterprises to encourage them to take part and achieve the HWL awards and to make use of the business opportunities which it presents.


9. Possibilities for increasing the involvement of social enterprises in the HWL initiative include:

- Using these case studies to promote the HWL initiative actively to social enterprises through HWL and social enterprise networks.
- Ensuring that as many social enterprise and third sector organisations as possible which hold HWL awards are listed on the HWL website (it seems, for example, that Aberdeen Foyer and Unity in this set of case studies are not). A social enterprise could be included in the case studies on the website. If the website is developed it could be

useful to enable searches to be undertaken for information on particular types of organisations and possibly to have some content written specifically for third sector organisations.

- Raising awareness amongst social enterprises of the business opportunities arising from the HWL initiative and amongst other organisations of the services which social enterprises can provide. This is probably best done at a local level and might be a role for Local Social Enterprise Networks with support from Senscot.
- Investigating and highlighting the business opportunities for social enterprises beyond healthy food and eating. A number of areas may be possible including services related to: support to stop smoking; mental well-being including stress awareness and counselling; support on alcohol and substance misuse; and physical activity and exercise.

Social enterprises have much to gain from involvement in the HWL initiative both as organisations and as businesses and this should be actively promoted and encouraged.



SOCIAL ENTERPRISES AND THE HEALTHY WORKING LIVES INITIATIVE

5 case studies

...providing a snapshot of the involvement of social enterprises
in the Healthy Working Lives (HWL) initiative.

1. ABERDEEN FOYER

Organisation	Aberdeen Foyer
Key office/Title	Lisa Fallowfield, Health Team Manager
Address (principal)	Marywell Centre, Marywell Street, Aberdeen, AB11 6JF
Tel No	01224 252366 / 01224 224250
Email	lisaf@aberdeenfoyer.com
Website	www.aberdeenfoyer.com
Legal status	Charitable Company Limited by Guarantee (SC184423) and a registered Scottish Charity (SC023655)
No. staff	111
Volunteers	15
Assets/Turnover	Income of £4.62m in 2007/8 and assets of £0.434m

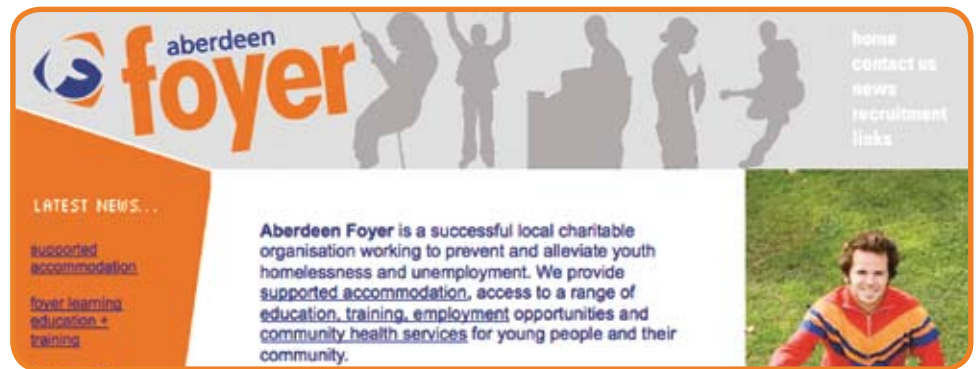
info.

Established in 1995, Aberdeen Foyer is a successful charitable organisation working to prevent and alleviate youth homelessness and unemployment in Aberdeen and Aberdeenshire. At its core, Aberdeen Foyer provides supported accommodation to former homeless and at risk young people alongside a range of learning, training, and employment opportunities as well as community health services for young people and their communities. Aberdeen Foyer provides supported tenancies for young people aged 16 – 25 across 6 sites working with over 80 tenants at any one time. In 2008 the Foyer housed 135 tenants and 1600 people accessed Foyer Learning programmes.

Aberdeen Foyer's holistic approach recognises that homelessness and disadvantage is not just a matter of providing a home, but necessitates addressing many of the underlying causes and critically providing people with the means of gaining and sustaining employment. This integrated approach allows tenants and programme participants to take the next steps towards independent living, learning and work.

A unique feature of Aberdeen Foyer's business model was the establishment 10 years ago of the wholly owned subsidiary company, Foyer Enterprise which now operates 5 social enterprises with 3 social purposes: to generate income to support the work of Aberdeen Foyer in alleviating youth homelessness and unemployment in the community, to raise the profile of the work of the Foyer and to create employment and training opportunities for people who are severely disadvantaged in the labour market. The enterprises are: the Foyer Restaurant and Gallery; the Foyer Restaurant and Café Bar at His Majesty's Theatre which opened in January 2008; Roadwise Driver Training; Foyer Graphics providing graphic design services; and Foyer Works which provides property maintenance service.

Health is at the heart of Aberdeen Foyer's work both for the young people it helps and also for its staff. Starting in 2001 with its first dedicated health initiative, "Sorted not Screwed Up", the organisation now has a fully integrated Community Health Team which offers health support to young people around mental health, substance misuse, and health improvement.



These complement the existing support offered to tenants in Foyer supported accommodation and to clients accessing the employment and training services. It was a natural step from this concern about young people's health to an active concern about the health of the Foyer's staff who are working with them, especially issues around stress, smoking, lack of exercise and general poor health. Aberdeen Foyer now adopts an approach to health for both its clients and staff which is integrated across the whole organisation following a very successful health promotion project funded by the New Opportunities Fund which ended in 2007.

As part of its commitment to improving staff health, Aberdeen Foyer decided to take part in the SHAW programme and achieved a gold award. The SHAW programme provided a means to give a clear focus, organisational strategy and structure to its health work with staff as well as ensuring effective staff communication, engagement and representation, especially important for a large, complex organisation working across many sites.

Aberdeen Foyer's commitment to this approach is shown by the fact that the organisations has decided to work through the Healthy Working Live's bronze, silver and gold awards rather than simply transferring their SHAW gold award as they could have done. The HWL criteria are slightly different and Aberdeen Foyer will concentrate on the discretionary HWL criteria where they believe they have scope to improve on their current performance. They also consider that HWL will bring additional benefits by the way it draws

health and safety at work together. Aberdeen Foyer is also half-way through working to achieve the HWL Mental Health Commendation. Aberdeen Foyer has found clear benefits in its commitment first to SHAW and now to the HWL initiative. There is a clear difference in the culture of the organisation as regards the health of staff and significant health improvement amongst them (e.g. a reduction in smoking which would not have been achieved solely by the changes in smoking legislation). Foyer staff identify with the branding of the HWL initiative which in turn helps achieve the commitment from staff which drives the process, especially those who act as HWL champions at each of Aberdeen Foyer's sites. The achievement of the HWL awards building on the SHAW gold award can help attract good staff as it is evidence of the organisation's commitment to and investment in the well-being of its staff. Aberdeen Foyer also soon discovered that by addressing both staff and clients' health issues it was able to improve the health of its clients more effectively e.g. work to discourage young people from smoking was more effective if Foyer staff also participated in the programme.

Although the Community Health Team has been important in developing this work, Aberdeen Foyer's success is now built on commitment and engagement throughout the organisation rather than any additional dedicated resources.

2. The Food Train

Organisation	The Food Train
Key office/Title	Michelle McCrindle/ Chief Executive
Address (principal)	30, Castle Street, Dumfries, Dumfries & Galloway. DG1 1DU
Tel No	01387 270800
Email	info@thefoodtrain.co.uk
Website	www.thefoodtrain.co.uk
Legal status	Company Ltd. by Guarantee and Scottish Registered Charity
No. staff	3 full time and 3 part time
Volunteers	200
Assets/Turnover	£75,000 assets and turnover of £223,800 (08/09)

info.

The Food Train is a grocery shopping, befriending and household support service for older and disabled people in Dumfries & Galloway. Its aim is to support older/disabled people to live independently at home through its preventative services which address the difficulty older and disabled people face getting their weekly grocery shopping, doing jobs around the house and the growing isolation that comes with failing health. The Food Train also aims to provide a wide range of supported volunteering opportunities for people of all age and ability.

It began in 1995 following a community survey of older people that found many of them struggling with their weekly grocery shopping. It operated very successfully in Dumfries town area between 1995 and 2002 but the founder members knew there was potential to expand the service across the region. A four year funding package from the Scottish Executive 'Better Neighbourhood Services Fund' awarded in 2002 allowed staff to be recruited to develop Food Train and deliver grocery support across all Dumfries & Galloway.

From its early days of a few deliveries every week to a handful of customers, Food Train is now a thriving multi award winning charity with 6 local bases providing support services to older and disabled people promoting independent living. It has also recently secured funding from the Scottish Government to examine the feasibility of rolling out the service nationally and will be developing a plan for presentation to the Scottish Government to extend the service to 5 new local authority areas over a 3 year period.

The Food Train provides two services: the shopping delivery service and the Food Train "EXTRA" service. To access the services customers must be unable or have difficulty getting their grocery shopping. Customers can self refer or be referred by anyone, there are no forms to fill in and the service can begin immediately. Customers use the service weekly, fortnightly, monthly and short term or long term to suit their own needs. Each person pays £1 per year membership to use Food Train services plus small charges for the services received. The Food Train currently has 500 to 600 customers and is providing 15,000 to 16,000 grocery deliveries each year and making 1,500 to 2,000 home support visits. 19 local



shops are supporting the work. The service has been growing quickly, so much in fact that the increases in shopping deliveries of 11% in 2008/09 compared to the previous year was a smaller increase than in earlier years!

The Food Train's annual income of £223,800 in 2008/09 comprised mainly income from a joint SLA with Dumfries and Galloway Council and the NHS (66%), grants from a number of funders (19%) and income generated from the services (14%).

The Food Train has always been concerned about the well-being of its staff and volunteers and it saw the HWL Initiative as a means of providing a focus for that and demonstrating that voluntary organisations can undertake effective health promotion even without significant budgets and additional resources. It has achieved its Bronze Award and did so by concentrating on simple,

relatively inexpensive actions. For example, it provided a microwave, cooking utensils, glasses and jugs in its office so that staff and volunteers could prepare healthy meals and there are small fridge/freezers in the delivery vans so that volunteers can eat healthily when out and about. Another important action was the distribution of health information to its volunteers. It is currently completing its work on the Silver Award for which the criteria are more focused on policy and procedures. The Food Train has found the HWL guidelines and their interpretation locally by HWL staff sufficiently flexible for their circumstances but considers that the initiative could give more consideration to and support for work with volunteers who are so important to the Food Train's work and success.

www.thefoodtrain.co.uk



‘The Food Train has always been concerned about the well-being of its staff and volunteers and it saw the HWL Initiative as a means of providing a focus for that...’

3. UNITY ENTERPRISE

Organisation	Unity Enterprise
Key office/Title	George McSorley / CEO
Address (principal)	Central Office, 46 Trongate, Glasgow, G1 5ES
Tel No	0141 552 2611
Email	George.mcsorley@unity-enterprise.com
Website	www.unity-enterprise.com
Legal status	Co ltd by guarantee
No. staff FTE	112 FTE
Volunteers	15
Assets/Turnover	Property assets of £50k. Sales exceed £780k



Unity Enterprise is a Scottish inter-church charity founded in 1989 that is committed to promoting the ability of people to achieve full cultural, social, and economic inclusion within their community. Their vision is to become the leader in providing innovative and quality services to both individuals and communities. Unity Enterprise provides its services in West and Central Scotland, but does not have any barriers preventing it from extending this throughout Scotland.

Their services include carer centres, housing support services, community care, education, training, business partnerships, social enterprises including barge hire, a travel agency and cafes. Through these services, training, work experience, guidance, support, personal development, education and social activities are provided for young people and adults experiencing disabilities and/or social disadvantages.

98% of £3.5m annual income is via contracts with statutory agencies including Housing associations, Local Enterprise Companies and Local Authorities, Health Boards and contracts lengths vary from 12 to 36 months.

There are concerns that the procurement sections of local authorities need to develop a cultural change toward social enterprise for, while it appears that there is a willingness amongst elected members to support small and medium sized social enterprises, internal processes can become stumbling blocks. Government support for social enterprise could be more prescriptive.

Unity Enterprise aims to continue to offer a flexible, all round service to clients, recognizing the inter-related elements that contribute toward their health. Concerned that a 'best value' agenda can lead to pigeon-holing of individuals, Unity wants to develop their continuity of all round, flexible, support.

'Concerned that a 'best value' agenda can lead to pigeon-holing of individuals, Unity wants to develop their continuity of all round, flexible, support.'

www.unity-enterprise.com



Over 15,000 people benefit from Unity Enterprise's services every year. Unity Enterprise intervenes to support people, and to draw them closer into their community. One example is their Housing Support Maintenance Team which works with people who would benefit from help in maintaining their home (e.g. painting and decorating, home repair).

Unity Enterprise attaches high importance to helping its staff improve their health and lead healthy lifestyles. It achieved a bronze award under the SHAW scheme in 2007 which they later transferred to the HWL scheme. They are now working on achieving the HWL silver award. A strong corporate approach has been taken: the Head of Corporate Services has had the co-ordinating role and the work on health is a regular item at management and staff meetings. This has helped engage the staff of Unity Enterprise

who is critical in driving the work forward which is achieved without allocating significant additional resources. Unity Enterprise has seen the benefit from this focus on staff health through a significant reduction in sick leave and also from the signal which the HWL accreditation gives to staff and potential employees about Unity Enterprise's commitment to being a good employer. It has also found an advantage in including service users in this work whenever possible (for example service users have taken part in a 5k run alongside Unity staff). This helps reinforce Unity Enterprise's work to improve the health of service users and also helps build up relationships between service users and staff.

'Unity Enterprise attaches high importance to helping its staff improve their health and lead healthy lifestyles.'



4. YOU CAN COOK

Organisation	You Can Cook
Key office/Title	Bosco Santimano, Director
Address (principal)	73/3 Kingsland Terrace, Rosetta Road, Peebles, EH45 8HH
Tel No	0845 224 0896
Email	info@youcancook.org.uk
Website	www.youcancook.org.uk
Legal status	Community Interest Company Reg No: SC332980
No. staff	4 sessional community cooks
Volunteers	None
Assets/Turnover	Recent start-up

info.

You Can Cook was set up by its founding Director, Bosco Santimano, to encourage health improvement by enabling all members of the community in Peebles, Scottish Borders; Edinburgh & Lothian's to engage in a social and educational activity through learning basic techniques and skills in cookery. He was already running a private food-related business related aimed at a niche market and, aware of the health problems associated with poor diet and obesity, wanted to establish an organisation to work in an inclusive way to tackle them.

Bosco wanted a flexible, dynamic organisational model and finally opted for a community interest company structure. The company was established in October 2007 following market research with local residents and health professionals and began trading in May 2008. You Can Cook was successful in securing grants from the Scottish Community Foundation to fund its first pilot project in Peebles.

You Can Cook will not only enable all members of the community to engage in a social and educational activity through learning basic techniques and skills in cookery and permaculture but will also help raise awareness of how and where our food comes from. It will also introduce the concepts of the benefits of people growing their own food, either by teaching how to convert outdoor/indoor spaces into edible gardens or working together in community allotments using permaculture principles. It will also provide valuable information about nutrition, benefits of organic and non-organic foods, buying local produce, budgeting skills, fair trade issues with the ultimate objective being to provide a service that will help anyone and everyone in the community to make an informed choice.

During the first year of trading You Can Cook's activities have benefited the community in a number of ways. As part of its ethos to run free classes for the community, it was successful in getting funding to run a pilot scheme in Peebles for local residents. It organized a screening/talk on 'The Power of Community' attended by over

90 people and 7 cookery classes with 10 people attending each class where participants were given basic cookery skills along with expertise on budgeting. Local produce was used where possible and the concept of 'food miles' was introduced to all participants. You can cook was the first company in Scotland to be offered an opportunity to run cookery classes for heart patients at the Cardiac Rehabilitation Centre, Astley Ainslie Hospital in Edinburgh.

You Can Cook are offering a wide range of services to suit most of its clients and catering to specific client groups e.g. heart patients, allergy sufferers, diabetics, gluten free diets, etc. Its cookery demonstrations, classes, workshops, talks and presentations etc. will be tailored to suit the needs of different clients. It is currently operating in partnership from five venues: Peebles Community Centre (Drill Hall), Beeslack Community High School, Peebles High School, Garvald Edinburgh, and Victoria Park Centre.

Its most popular workshop aimed at organisations has been 'Energised Lunches'. These workshops deal with motivating staff who get sluggish after their lunch break!

You Can Cook is run by its two directors who by the constitution of the company do not receive a salary. It currently engages 4 community cooks on a sessional basis to deliver its workshops, demonstrations and



so on. It is expecting its turnover to be £25,000 to £40,000 this financial year of which 80% will come from grants and 20% from sales. You Can Cook are currently preparing a 5 year business plan which envisages that by its fifth year of operation You Can Cook will earn 80% from sales while 20% of its income will come from grant funding to enable it to provide free services as well.

You Can Cook has recently become aware of the Healthy Working Lives Initiative at a conference organised by Senscot in Edinburgh and is currently considering what opportunities it offers, for example, providing services to organisations which are working on the healthy food criterion of the bronze award.

www.youcancook.org.uk



5. WELFEHD

info.

Organisation	Welfehd
Key office/Title	Angela Moohan/ Development Manager
Address (principal)	Unit 5, Heron Square, Deans Industrial Estate, Livingston, EH54 8QY
Tel No	01506 429000
Email	welfehd@btconnect.com
Website	www.welfehd.co.uk
Legal status	Company Ltd by Guarantee and Scottish Registered Charity Scottish Charity (SC023655)
No. staff	18 permanent staff (inc 6 p/t) and 2 sessional summer staff
Volunteers	60
Assets/Turnover	Minimal assets to date. £619k in 08/09 of which £471k is sales

Welfehd is an innovative social enterprise that aims to reduce the barriers associated with eating a healthy diet by supplying fresh fruit and vegetables to a wide range of retailers in west Lothian. It is passionate about providing high quality fresh fruit and vegetables and an excellent service to its customers.

Welfehd was formed as a Company Ltd by Guarantee in December 2006 to act as the central buyer and distributor of fresh fruit and vegetables for community food co-ops. It has a board of directors made up of representatives from community food co-ops and two advisors from the NHS.

It has a vision of a healthier West Lothian where affordable fresh fruit and vegetables are more widely available and the benefits of eating a healthy balanced diet are recognised. It works with a range of partners to reduce barriers associated with eating a healthy diet particularly focused on areas of deprivation where the biggest challenges of cost and access are experienced.

At the same time, Welfehd provides volunteering and employment opportunities to men and women who have a history of unemployment. It provides them with training and support, helping them to gain the skills and confidence needed to move on into a wider job market. Volunteering opportunities are in community food co-ops. These are projects that run small fruit and vegetable outlets in local communities for local people. Volunteers can learn a range of skills relating to the retail trade, increase their communication skills and gain confidence that can all assist when looking for paid employment.

It has grown rapidly and now has a turnover of £619,000 in 2008/09 of which 73% is sales income and the rest is grant income. Its earned income is all from sales (29% from sales to food co-ops and 71% from sales to others including private sector firms) Although, it does not yet have any contracts it has just completed its first tender for a public sector contract and will shortly be preparing another one. Its grant and other funding is diversified including major grants from the BLF and the Social Investment Fund for the purchase and conversion of a building which is also being financed in part by loan funding.

www.welfehd.co.uk



Welfehd has ambitious growth plans: by 2012 it aims to have sales income of £1m with its core business self-financing. This growth will involve a diversification into a new line of business: food processing to supply “ready2go” food such as prepared vegetables to local schools. The new building referred to above is central to this and it will also enable Welfehd to develop other income streams. This will include a cookery school which will provide high-end cookery classes to generate income which will be used to deliver basic healthy eating and cooking classes to people from deprived areas and also a social enterprise hub offering workspace and meeting facilities to other social enterprises.

Welfehd saw Healthy Working Lives as a business opportunity and this was confirmed when a couple of local firms approached them to provide fresh fruit. It is now supplying 4 local firms with fruit and vegetables and has also provided “taster sessions” for healthy food at two others. Welfehd is now planning a programme of promotion to larger companies in West Lothian offering a range of services to assist them in achieving their HWL awards ranging from the supply of fresh fruit and vegetables through healthy eating “taster sessions” to bespoke training programmes at the new cookery school. Welfehd is also not losing sight of the health of its own workforce and will be applying to become part of the HWL initiative itself, building on the work it already does to promote the health of its staff.

‘Welfehd is now planning a programme of promotion to larger companies in West Lothian offering a range of services to assist them in achieving their HWL awards ranging from the supply of fresh fruit and vegetables through healthy eating “taster sessions” to bespoke training programmes at the new cookery school.’

For more information:

www.senscot.net

www.healthyworkinglives.com

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