



SMOKEFREE IMPLEMENTATION PLAN EXAMPLE

SME - FOOD PRODUCTION

Organisation	
Sites/Locations	
Policy Reference	Smokefree Implementation Plan, V1.0, 6 th April 2026
Plan Owner	
Date Created	6 th April 2026
Version	V1.0
Review Date	Biannually

1) Executive Summary

Purpose: To create a space where people feel supported to quit smoking. This will improve the working environment for all, including non-smokers who currently share the outside space with smokers. Reduced smoking will lead to healthier staff and reduced absence rates and improve wellbeing for all.

Sites/ locations: Office unit/Kitchen / Production site

Timeline: Three Year Plan

Top 5 Outcomes:

1. To promote our smoke-free policy
2. To have a clearer understanding of staff smoking and vaping numbers
3. To enable smokers to access support to quit
4. To create a positive culture around quitting smoking
5. To create positive areas for non-smokers

Named Leads:

Project Lead: Managing Director

Data/Monitoring Lead & HR: HR Manager

2) Vision & Outcomes (Three-Year Horizon)

Vision (by Year 3):

Our vision is to reduce smoking across our workforce year on year by providing compassionate support that helps colleagues cut down or quit—creating a healthier, more productive and inclusive workplace while respecting personal choice.

SMART Outcomes

1. Reduce the number of smokers by 2 per year / track as KPI
2. Achieve 100% staff awareness of smokefree policy and support options by December 2026.
3. 100% compliance with smokefree signage/zones at all times by December 2026.
4. Create annual healthy Jan days (Jan 2027)
5. To include health / wellbeing / smoking question in 2027 staff survey.
6. Improve non-smoking areas by December 2027.

Key Benefits: Staff wellbeing, reduced sickness absence, improved productivity, customer experience, compliance.

3) Context & Scope

Policy Link: attached

Legal/Compliance: Complies with Heath Act 2006

Sites in Scope: Office and Food test kitchen/ food production site

Exemptions/Adjustments: None

4) Stakeholders & Governance

Role	Name	Responsibilities
Project Lead (Implementation)	Managing Director	Ensure vision and outcome are being achieved and implemented by the team
Monitoring & Data Lead	HR Manager	Manages KPIs/data
HR Lead	HR Manager	Policy, training, wellbeing integration
H&S Lead	Site Manager	Signage, site compliance
Line Manager Champions	HOD's	Support HR lead / training
Stop Smoking Support Liaison	HR Manager	Signposting support / touchpoint for staff

4) Implementation Plan

Phases & Milestones

Phase 1 – Pilot & Baseline (Months 0–6): Baseline assessment, quick wins, staff comms with pathways, health review visits, support referral pathways,

Phase 2 – Scale & Embed (Months 6–12): Signage refine processes, track on KPIs, staff comms regarding policy,

Phase 3 – Sustain & Optimise (Months 12–24): Policy refresh, improve non-smoking area, continuous improvement, long-term monitoring, review and agree new action plan.

Phase 4 – Review and implement (Months 25 – 27): Set up new action plan and create timeline for months up to month 36.

Activities & Timeline (Workplan)

Area of work	Main tasks	Start date	End date	Who's responsible	What needs to be in place first	Success Measures
Phase 1	Collect Data re: vapers / smokers	April 26	Sept 26	HR Manager	N/A	Clear baseline data
Phase 1	Send out policy to all staff / add to induction	April 26	Sept 26	HR Manager	Policy signed off by	All staff are clear on policy and embedded into daily life
Phase 2	Update signage	Oct 26	March 27	Site Manager	Assess where smoking areas are and which signage is missing	All signage clear to visitors
Phase 2 & 3	Reduce number of smokers by 2 p/y	Oct 26	April 28	Tier 4 Team / Team's Team	Smoking data	2 staff members signed up to quit p/y
Phase 2 & 3	Book healthy Jan days	Nov 26 (Nov 27)	Jan 27 (Jan 28)	HR Manager	Contact NHS provider / Healthy Lifestyles Team Somerset Council	Staff have health and wellbeing checks inc. lung test
Phase 3	Improve non-smoking areas	April 27	April 28	Tier 4 / Team's Team	Gather for staff what they would like / collect quotes	Positive shared spaces created to encourage non-smoking breaks
Phase 3	Adapt and send out staff survey	March 28	April 28	HR Manager	Create survey	Assess what has/has not been successful. Collect data for next plan.

5) Resources & Budget

Budget Summary

Cost Item	Description	One-Off	Ongoing (p.a.)	Who's responsible	Notes
Healthy Jan	NHS staff to visit / staff to be given time off work		£TBC	HR Manager	Minimal cost – free NHS and staff visit during working hours.
Improving non-smoking areas	Review canteen / outdoor shared areas	£TBC		Tier 4 / Team's Team	This cost needs to be reviewed and added to the next budget.
Signage	Smoking area and non-smoking signs purchased for factory and top office	£TBC		Site Manager	Number of signs to be reviewed and quotes collected for budget

In-Kind/Partner Support: SmokeFree Somerset service, Somerset Chamber guidance, existing wellbeing budget, GroceryAid

6) Risk & Issues Management

Risk/Issue	Likelihood	Impact	Mitigation/Response	Owner	Status/ Review Date
Staff resistance	Medium/ High	Staff may be resistant to request help. Staff may speak negatively about the project.	Creating an environment where staff can speak openly. Open door policy with HR. Managers speak positively about the process.	Managers	Review every 6 months. Staff survey
Signage vandalism	Low	There is negligible vandalism on site	Durable signage	HR Manager	Assess needed signage by June 2026. Signage to be purchased and up by Sept 26
Data quality gaps	Medium	Find clear ways to collect and update data.	Explore ways to collect and update data efficiently for KPIs	HR Manager	Clear and up to date KPIs monthly
Shift-based workforce	Medium	Not always easy to see some shifts due to 4 on/4 off pattern	Ensure key events land on both shifts. Slides used to communicate in the canteen.	HR Manager	All production staff feeling communicated with and know how to access support
Contractor alignment	Low/ Medium	Current contractors follow guidelines. New contractors higher risk.	Policy to be part of the visitor's pack.	HR Manager	Contractors all follow guidelines on site

7) Communications & Engagement Plan

Objectives: Awareness, support, confidence in managers, culture change

Audience	Key Message(s)	Channel(s)	Frequency/Timing	Owner
Tier 4 team	To support the policy and be part of the process to implement this.	Policy	April 2026 – baseline for policy	Managing Director HR Manager
Team's Team	To support the policy and be part of the process to implement this.	Policy	April/ May 2026 – baseline for policy	HR Manager
All staff	Policies exist; why they matter; support available	Email, posters, communication slides in canteen	Launch + monthly	HR Manager
Supervisors	How to handle conversations; signposting	Briefings, training with HR and managers	Launch + quarterly	HoD
Visitors/Contractors	Site rules	Reception signage, visitor handbook	On arrival	HR Manager

Materials: Poster pack, slides, FAQs, intranet page, manager notes

8) KPIs & Targets

Indicator	Baseline	Target Year 1	Target (Year 2)	Data Source	Frequency	Owner
Number of people who are smoking		(x – 2)	(x-2-2)	Anonymous survey/OH	Quarterly	HR Manager
Staff aware of support (%)	100%	100%	100%	Newsletter/ telegram / briefings/ induction	Quarterly	Tier 4 / Team's Team
Sites with full signage coverage (%)	25%	50%	100%	Audit checklist	Quarterly	Site Manager
Referrals to stop smoking services	0	(x+4)	(x+4+4)	Referral log	Monthly	HR Manager

Evaluation Approach

- Process evaluation: By reviewing our KPIs and objectives during monthly Team's Team and Tier 4 meetings
- Outcome evaluation: Movement on KPIs vs baseline; staff feedback
- Learning loop: Action log; changes incorporated into next cycle

9) Equality, Diversity & Inclusion (EDI) & Health Inequalities

- EIA Summary: Some staff come from cultures with a pro-smoking mindset.
- Adjustments: Have champions from similar backgrounds. Create an environment of open and honest discussion around quitting, without people feeling pressured.
- Accessibility: Have accessible leaflets. Visual policies.

10) Data Protection & Confidentiality

- Data types: Communication with staff.
- Legality: Will follow GDPR guidelines
- Storage & Retention: No names included in shared data. All named data secure.
- Staff Communication: In line with our data and GDPR policies.

11) Sustainability & Handover (BAU)

- Standardise: Included in induction and handbook / briefings / communication boards
- Annual Policy Review: biannually with review of implementation plan

12) Sign-off

Role	Name	Signature	Date
Project Lead			
HR Lead			
Factory Manager			

Appendix A: Policy Link