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HELA Meeting

Driving PSA target delivery in 2007/08 – planning the Fit for work, fit for life, fit for tomorrow (Fit3) strategic programme portfolio

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1. Advising HELA members of the planned portfolio of activity in the third year of the programme and providing the rationale for it.

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2. Routine, through LAU and Fit3 will need to communicate the outcome quickly and clearly in order to provide an early input to LAs planning arrangements.

commendation

3. That HELA notes the progress with delivery to date and the lessons learned during the first 18 months of the Fit3 strategic programme.
4. That HELA members continue to support (and within their various constituencies, activity promote) the current arrangements for active engagement between HSE and local authorities, most of whom are now working in partnership to deliver Fit3.
5. That HELA members note and endorse the portfolio appended at annex A (LA contributions highlighted in yellow). This is designed to deliver the PSA target by targeting business groups with known high incidence of injury and ill health especially in the developing service sectors, and scaling down interventions where there is less scope for impact.

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Programme Structure

6. The Fit3 strategic programme comprises several component programmes designed to deliver the three components of HSC's Public Service Agreement for 2005/06-2007/08:

- 3% reduction in the incidence of injury
- 6% reduction in the incidence of ill health
- 9% reduction in the incidence of days lost.

7. There are topic-based programmes on slips and trips, falls from height, workplace transport, noise and vibration, disease reduction, musculoskeletal disorders and stress, and two sector-based programmes on construction and public services.

Programme content and intervention selection

8. Each Fit3 component programme contains a mix of interventions reflecting *Sensible Health and Safety*, the Commission's published intervention strategy. The choice has been informed by the maturity of the hazard and/or sector, and through close cooperation with operational delivery partners in FOD and LAs. For example, falling from height is a well-known risk for which there are widely established control measures and a clear set of legal requirements. Our interventions in this area are intended to embed these standards by means of clear guidance and enforcement activity where there is a significant risk gap. In contrast, implementation of the stress management standards and sickness absence management arrangements are comparatively new issues for which solutions and good practice are less well understood. Our current interventions in this area therefore provide a higher degree of support and advice for businesses.

9. The programme plans have been developed to show how the interventions were aimed at delivering the targets through a number of intermediate outcomes. All the programmes identified early on that the scale of activity needed to reach employers and workers had to be far greater than originally envisaged. It was therefore agreed that we would run some large-scale national media campaigns to raise awareness delivered in tandem with stakeholder engagement//partnership working and targeted operational activity by both LAs and FOD.

Progress in 2006/07

LA colleagues signalled an impressive commitment to Fit3 priorities for 2006/07 amounting to an estimated 400 staff years. Indications via FOD partnership managers are that significant progress is being made. There are two main publicity backed campaigns which LAs are supporting - Height Aware and Backs! 2006 - together with a number of other initiatives or interventions:

- Workplace transport - to reduce the number of those struck by a vehicle in the workplace, particularly the service industries.
- Moving Goods Safely – aimed at reducing injury arising from the movement of goods in the road haulage, warehousing and distribution sectors. Targeting drivers and other employees involved in the loading / unloading of vehicles or dispatching / receiving goods.
- Slips and trip – to follow up on last years Watch you Step Campaign. Based on injury data, targeting retail, health and social care, hospitality storage and warehousing especially where wet, contaminated or damaged floors are an issue.

- Stress – rolling out the Stress Management Standards to the financial services sector and aimed at this stage, at the Chief Executives. The Stress programme has provided training to LAs involved in this initiative and will be holding a number of workshops to for financial sector HR directors and managers.
- Occupational asthma and skin disease - inspecting premises where there are significant health issues e.g. bakeries and hairdressers. The Disease Reduction Programme has provided training and briefing of LA colleagues upon whom the Disease Reduction Programme is largely dependent for delivery.

10. In response to feedback from LAs in early September that there was some uncertainty around the plans to deliver work outside the main campaigns of Height Aware and Backs! 2006, we worked with the partnership team in the ESE region to develop further guidance on the current portfolio. This has been circulated to the partnership teams and LAU and will be posted on the Extranet. It is appended at annex B.

Measuring progress and evaluating impact

11. At the moment it is difficult to quantify the contribution made by LAs because up till now we have only received LAE1 returns once a year. However, from April 2006 LAs were asked to record Fit3 activity and report this quarterly from the mid year to enable HSE to fully credit and acknowledge the work. A calling note was sent out at the beginning of September to cover the period 1 April to 31 August. London boroughs are instead using the HELA coordinators web site and have already provided feedback on Fit3 topics including the Height Aware campaign.
12. Backs! 2005, the Watch your Step (slips and trips), and Height Aware campaign evaluation shows that each publicity campaign has raised awareness of the key issues and messages and succeeded in attracting a high degree of stakeholder support.
13. The latest available measure of progress with RHS target delivery (of which the PSA target is a 3-year slice) is the annual health & safety statistics published in November last year at the RHS mid-point:
- Reducing injury incidence – not met
 - Reducing ill-health incidence – probably met
 - Reducing days lost incidence – possibly met
14. We are also running an employer and employee survey to measure changes in intermediate outcomes of risk awareness and control. A baseline has been established and updated data will be available in January 2007 and July 2007 respectively. This cover the health and safety performance of all businesses including those allocated for enforcement to LAs.

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Lessons learned

15. Eighteen months into the Fit3 programme we have learnt much about programme working and delivery. Some of the lessons learned and acted upon are:
- Adopting an **audience (sector) focus** from the outset reduces the costs of planning and consultation – for 2006/07 we worked with FOD to prepare business group

- delivery plans to facilitate delivery of operational work, and for 2007/08 we will provide a combined framework delivery plan for FOD and LAs (draft at appendix C);
- **Planning** should start well ahead of the delivery period, and involve the full range of **delivery partners** in FOD, LAs, sector teams and Communications Directorate. We have been working to a revised timeline for 2007/08 to enable communication of the portfolio six months before the start of the delivery year. The outline portfolio (annex A) was circulated in July and the completed framework delivery plan will include the anticipated timing of detailed instructions and any briefing;
 - **Agreed criteria** are needed to **prioritise** the interventions and projects proposed to maintain a strategic balance of activity and achieve the best value for money from the different types of resource available – these were used to determine the outline portfolio for agreement at the July Fit3 Board;
 - **Engagement of LAs** in partnership working and uptake by them of Fit3 priorities has been a real **success** with a commitment to contribute around 400 staff years in 2006/07. The **resources** required to support this partnership – both FOD locally and PG centrally – were under-estimated. These need to be maintained although we need to make clear the amount and nature of training, briefing and local support HSE is able to provide.;
 - On external communications,
 - i) **media** campaigns can raise **awareness** of issues provided the message is kept simple, and ideally the message should be **sustained** over time;
 - ii) **media** campaigns so far appear to have been more effective in helping to **engage** those already focused on health and safety risk management;
 - iii) to provide continuity and avoid competing with ourselves, let alone other government departments, we should develop a **single generic message** to ‘front’ all campaigns/initiatives.
 - Looking to the future, we should be much more systematic in identifying barriers to behaviour change and providing incentives to properly segmented target audiences in conjunction with communications activity. A good example has been the waste and recycling project’s research with refuse collectors that led to face to face field marketing of messages rather than relying on management cascade.

The Fit3 portfolio for 2007/08

16. Taking these points on board the Fit3 Programme Board at its July meeting discussed and agreed a portfolio of projects and interventions for 2007/08. This is attached at annex A. Much of this work builds on or continues activity from earlier years and is aimed at minimising planning activity while maximising benefits. It provides a framework that allows flexibility for local discretion and knowledge in operational delivery, and for LAs to account for other priorities such as ‘Smoke Free’ and FSA demands. In summary we are planning:

- A third major media campaign on MSDs in January and February 2008 supported by stakeholder engagement and events and inspection and enforcement by FOD and LAs, reinforcing the better backs messages and use of the upper limb disorder assessment tool.
- Continuation of the GB-wide Moving Goods Safely initiative, building on this year’s work and the original London pilot. This will involve approaches to logistics company head offices and then follow up with their supply/delivery chain in partnership with LAs. It will be supported by communications focused on workplace transport and timed to coincide with the launch of the Workplace Transport Routemap in autumn 2007.

- Targeted sector-based initiatives designed to deal with particularly high incidence of injury and/or ill health, some of which are in specific types of service contracting businesses enforced by FOD and LAs. These include:
 - i) continuing operational work from this year's Height Aware campaign with building and plant maintenance and facilities management companies on falls from height, duty to manage asbestos, workplace transport and slips and trips;
 - ii) national roll out of this year's FOD/LA Midlands project with contract cleaning companies focusing on prevention of slips and trips, manual handling and skin disease;
 - iii) continuation of work with the expanding waste and recycling sector on slips and trips, manual handling, workplace transport, falls and safe machinery interventions.
- Healthy Workplace Solutions – rolling out and embedding the stress management standards in the finance services sector (LAs) and across the public sector (FOD) by means of follow up (and enforcement where necessary) to prioritised organisations, and provision of support through case study development and regionally based good practice workshops.
- The launch and embedding of the revised construction Design and Management Regulations to achieve a step change in the construction industry's performance. Construction Division staff will also give significant support for the 2007/08 MSD campaign. LAs will have some enforcement allocation under the new regulations.
- Proactive inspection and enforcement throughout the year targeted by sector and size on the basis of their generic injury and ill health incidence rates, and supplemented by local knowledge. This operational work is designed to embed the standards that have been developed and to start to realise the benefits of improved compliance and risk control. We expect there to be a clear focus on enforcement to support delivery of Fit3 in its third year. Inspection topic packs are being updated with Enforcement Management Model (EMM) initial enforcement expectations for falls from height, slips in food processing and duty to manage asbestos, and the enforcement programme has developed a proactive prosecution toolkit.

Next Steps

17. We hope that LAs will be able to take forward planning for next year using the framework delivery plan, a working draft is attached at annex C. The final plan should be available by mid-October. It is anticipated that much of the detailed planning will take place at local level with partnership teams and FOD.
18. It would be helpful if LAs could indicate via their partnership teams what their anticipated contribution to the Fit3 programme is likely to be by mid-January.

Consultation

19. Colleagues in FOD, Communications Directorate, LACoRS and LAU have been consulted in preparing this paper. There has been widespread consultation in developing the Fit3 portfolio for 2007/08.

Presentation

Communicating the Fit3 portfolio

20. We are developing a framework delivery plan to enable FOD and LAs to determine the best deployment of resources to deliver the portfolio. Together with the Fit3 roadmap the delivery plan will be used to communicate the activity currently planned for the programme. Arrangements for communicating to FOD, LAs and stakeholders are being drawn up but will need to take account of the current resource position in HSE.

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21. HELA members are asked to note the development of the Fit3 programme and planned activity for 2007/8, and endorse the LA contribution (highlighted in yellow) to the portfolio at Annex A.

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