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## HEALTH AND SAFETY COMMISSION

### Delivering HSC/E's Targets: Summary performance report: 4th quarter 2004-05

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#### Issue

1. A summary of performance in HSE's Strategic Programmes (SPs) for Quarter 4 (Q4) 2004/05.

#### Timing

2. Routine

#### Recommendation

3. The Commission considers this summary report. We will then submit the report to the Minister for Work.

#### Background

4. With the move to full SP working in 2004/05, SP Directors have provided quarterly reports on delivery to HSE's Resource and Delivery Group (RDG). This paper contains a summary of the position for Q4 2004/05 (January – March), based on the information provided in the quarterly reports from SP Directors.

#### Argument

5. Q4 has been a busy period, with the reorganisation of HSE's Strategic Programme structures now complete and settling into place.
6. The Strategic Delivery Programmes (SDPs) report largely positive progress overall. **Fit3's** Amber/Green status is based on individual ratings for achievement of milestones in the three programme blocks (Injury, Ill Health and Days Lost Reduction) and selected component programmes (Construction and Disease Reduction). At this stage in the programme, Fit3 reports on delivery of milestones whilst the **Major Hazards SDP** reports on delivery of improvement in indicator levels. Three elements of the Major Hazards SDP (offshore, onshore and nuclear) remain Green, but we have removed the rail indicator (which has shown a Red rating since Q2) due to questions over its validity as a consistent performance management indicator. Further work is required to establish a more reliable and meaningful indicator and to achieve industry commitment to delivery.
7. The Strategic Enabling Programmes (STEPS) also report good overall progress for Q4. The **Local Authorities and HSE Working Together (LA) STEP** is showing a Green status. The **Worker Involvement** and **Business Involvement STEPs** both report an Amber/Green status.
8. Table 1 below reports the present position on Fit3 in a way that enables comparison with reports on Q1, Q2 and Q3 while Table 2 provides the current assessment of the component programmes within the new Fit3 structure. Table 3 shows progress with Major Hazards and Table 4 shows progress with the STEPs.

#### Table 1: Progress with milestones in the occupational health and safety

Strategic Programme	2004/05				
	Quarter 1	Quarter 2	Now merged into the Fit3* SDP	Quarter 3	Quarter 4
Sector	A	G		A	A/G
Health and Safety Hazards	A	A			
Better Health at Work Partnership (BHWP)	R	A			

\*Fit for work, fit for life, fit for tomorrow (Fit3): The former Hazards, Sector and Better Health at Work SPs

**Table 2: Fit3 – Q4 assessment by Programme Block/Component Programme**

Fit3 – Programme Block/Component Programme	Rating – Q4 2004/05
Injury Reduction Programme Block	A/G
Construction Programme	G
Ill Health Reduction Programme Block	A/G
Disease Reduction Programme	A/G
Days Lost (Public Services) Programme Block	A/G

**Table 3: Progress with the major hazards target (a sustained reduction in precursor incidents).**

Major Hazards*:	2004/05			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4)
Nuclear	G	G	G	G
Offshore	A	G	G	G
Onshore	G	G	G	G
Rail	A	R	R	Figures not presented (see paragraph 12 below)

\* Great care should be taken in interpreting short term performance because statistical uncertainties have to be taken into account

**Table 4: Progress with Enabling Programmes**

Strategic Enabling Programme	2004/05			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Local Authorities and HSE Working Together	A	G	G	G
Worker Involvement	New Strategic Enabling Programmes in Q3		A	A/G
Business Involvement			A	A/G
Enforcement				

### Key points

#### 9. Highlights include:

- Fit3:** The Chancellor of the Exchequer accepted the delivery plan to implement the report of the Ministerial Taskforce for Health, Safety and Productivity. There was a subsequent mention of this work in the 2005 Budget Report. Generally, significant progress has been made in combining and rationalising the health and safety hazards and sector programmes.
- Major Hazards:** The indicator for the onshore chemicals sector continues to show year-on-year improvement and is consistently better than target. Nuclear and offshore sectors are also on track to hit target.
- The Hampton report published in March strongly supported the partnership approach of the Strategy being implemented through the STEPs and SDPs.

10. **Fit3 SDP:** In January the Commission fully endorsed the Fit3 strategic programme structure. The SDP has made good progress in delivering the programme delivery milestones and this is reflected in the amber/green assessment. The uncertainties inherent in the early stages of such a new and major programme are however reflected in the risks identified and the actions being taken to mitigate them. CoSAS has worked hard with Fit3 to produce plans based on Intervention Logic Models (ILMs)<sup>1</sup>. This will provide the analysis necessary to better inform

<sup>1</sup> The Intervention Logic Model (ILM) is a performance management tool, based on the different stages of the delivery chain (i.e. input > output > initial outcome > intermediate outcome > final outcome). The ILM:

- Sets out the sequence of changes necessary to deliver outcome targets;

what may have to be done to deliver the targets and the skills and resources likely to be needed. An example of the ILM approach, based on the Stress Programme, is available at [Annex 2](#).

11. Fit3 is developing leading indicators for all of its component programmes, with work in various stages of development. Once work on the ILMs and programme plans has developed, the Fit3 team will produce a suite of indicators to monitor progress in year. There is also work to look at governance across the Strategic Delivery Programme (including a Strategic Programme Board) and within each component programme. The ILM work has led to recognition that plans will have to be on a larger scale to deliver the targets and a number of potentially difficult resource choices may therefore emerge. The Fit3 team is preparing a new resource plan. The programme faces some tough challenges over the coming months and there will be a further report on progress to the Commission in July. A key indicator will be the next annual statistics due in November, and the half way point towards Revitalising.
12. **Major Hazards SDP**: Good progress in the onshore, offshore and nuclear sectors. The SDP has not presented figures for Rail because, for the second time within 12 months, RSSB has modified its Safety Risk Model on which the indicator is based. This prevents meaningful comparison with previously reported figures. However, there has been an underlying average improvement of 5% per year on the original target set by the industry in March 2002. RI is engaged in agreeing an improvement target that is relevant across the industry and which is stretching, achievable and can provide the basis for meaningful year-on-year comparisons. RI also continues to be very active with industry to ensure they deal with principal risks (level crossings and irregular working).
13. **LA STEP**: With the STEP now roughly half way through its expected life, progress in Q4 has been good. Work continues to publicise the Sol (Statement of Intent) at local-levels, review the governance arrangements for HSE-LA liaison partnership, work with LA secondees to build strategic relationships and develop a communication plan (based upon recent stakeholder research).
14. **Worker Involvement STEP**: The STEP has delivered all milestones relating to the WSA Challenge Fund and is making good progress with work on research, communication and stakeholder engagement.
15. **Business Involvement STEP**: The STEP reports good progress in work on promoting director responsibility, public reporting of health and safety performance and amending civil liabilities regulations. There have been some delays in the STEP's work on the Corporate Health and Safety Performance Index (CHaSPI) tool and on engaging large organisations.
16. **Enforcement STEP**: The purpose of this STEP is to ensure that 'formal enforcement activities' enable delivery of that part of our PSA targets covering conventional health and safety. The programme is at early stage of development. The programme team has produced a high-level programme plan and is establishing a small programme office.
17. A more detailed summary of performance is attached at Annex 1.
18. Other issues and developments:
  - RDG has agreed a new reporting template from Q1 of 2005/06 onwards to manage progress against the new PSA. This will help standardise performance reporting on the programmes.
  - Alongside the new template, RDG has adopted a new traffic light rating system to rate the likelihood of delivery. The system, used widely across central government, has four lights: Red, Amber/Red, Amber/Green and Green.
  - HSC/E senior managers will meet with the Minister to discuss Q4 performance on 26<sup>th</sup> May.

- 
- Provides a framework for recording the specific activities and resources proposed to achieve these changes; and
  - Identifies evidence to monitor whether a programme is on track to deliver.

**Consultation**

19. This information is a summary of the key issues contained in SP Director performance reports for Q4 and discussions in RDG on 27 April.

**Action**

20. PEFD will make any changes requested by the Commission and then submit a report to the Minister for Work.

Broadly, the **key points/issues in each of the SP Director's reports** are:

**Fit3 Strategic Delivery Programme** (Amber/Green)

**Progress**

*Highlights:*

- Ministerial announcement of WorkPlace Health Direct in February 2005.
- Launch of the Kirklees occupational health and safety support pilot.
- Marketing professional engaged in WorkPlace Health Direct team.
- Work with the 'willing 100' in the target sectors for the stress management standards is progressing well and response has exceeded expectations.
- The Chancellor accepted the delivery plan for implementing the report of the Ministerial Taskforce for Health Safety and Productivity with a subsequent mention in the Budget report.
- Recommendations from the delivery plan for implementing the Ministerial Taskforce recommendations have been drawn to the attention of all departments and agencies calling for action.
- The Public Services Forum has agreed to work with HSE to identify the causes of work related ill health and the role of work organisation and job design.
- The restructuring of seven sub-programmes to create a single Disease Reduction Programme has gone well. This includes the appointment of a communication manager.
- The outcome relationship map work ongoing in the Disease Reduction Programme is producing a series of leading indicators.
- The Work at Height Regulations gained ministerial agreement.
- The Vibration Regulations have been agreed but not yet signed.
- The team, which developed the self-assessment software for agriculture, has been put forward as a finalist for the public servant awards for creative solutions.
- Following HSC agreement, work to develop management standards for workplace transport driver competence is now progressing
- The popular slips and trips training events for HSE inspectors and some local authorities have been shown to deliver improvement in knowledge in inspectors.

*Lowlights*

- The number of cases of asthma at Powertrain (a car engine factory in Longbridge) continues to grow.
- There is lack of clarity in the baselines to be used for measuring targets and achievements in the skin disease project of the Disease Reduction Programme.
- Further ILM work is needed in the Injury Reduction Programme Block.
- ILM work suggests we will need to either scale up our activities and find significant new resource across programmes to achieve the impact required, or make some very difficult decisions in the future about stopping work.
- There is a significant risk to the MSD Programme if the advertising material for that major campaign in June is not produced on time.
- ILM work is revealing a weak evidence base on evaluation of the interventions available to us.
- Current recording systems do not provide information to enable resource tracking with respect to FOD investigation and enforcement work at component programme level. Discussions with FOD colleagues are planned to address the issue.

## Risks

Description:	Action taken since last report	Status
Lack of appropriate skills available at the right time and place (both programme/project management and influencing skills)	Resources and Delivery Board considering Workforce Strategy, ILMs have identified need for wider skills with work ongoing with COI	R
Inadequate measures of progress	Establishing the link between targets and outcomes through outcome relationship mapping and ILM work is due to conclude in April.	R
Organisationally, we may not have the level of resources required to achieve change on the scale needed using interventions available to us.	ILM modelling, discussions with main budget holder about revised resource plans	R
We may not have the interventions available to achieve change on the scale required and within the timescale of the programme	ILM modelling, and revision of plans, buying in project design expertise	R
We may not be able to deliver in the timescale of the PSA	ILM development and evaluation work to identify whether our proposed interventions will have sufficient impact. New Fit3 structure aligned directly to PSA target	R
We may not have sufficiently robust evidence from impact evaluation to enable us to select the right intervention mix to deliver	Discussions about evaluation have started	R
Lack of evaluation evidence for intervention means we plan low impact interventions and won't achieve the targets	Professional judgement of HSE staff and available evaluation evidence will inform intervention mix most likely to succeed.	A

## Major Hazards Strategic Delivery Programme<sup>2</sup> (Green)

Outturns						Current Status re: programme targets	Projection for position at end of current year
Sector	Period						
	2003/2004	Q1 04/05	Q2 04/05	Q3 04/05	Q4 04/05*		
Nuclear	110**	32	31	28	36		On target
Offshore	113	16	20	24	21		On target
Onshore Chemicals	154	37	38	22 23	28		On target

Figures have not been presented for Railways because, for the second time within 12 months, the basis on which they have been calculated has been changed – which negates meaningful comparison. Rail Safety Standards Board (RSSB) review their Safety Risk Model (SRM) to build understanding of risk based on past evidence and data, and the best information on potential future risk that can be derived from them. RSSB's Precursor Indicator Model (PIM) is derived from their SRM. Details of the changes and their impact on the figures are in Annex 2.

\* Provisional figures

\*\*The '101' figure previously recorded was incorrect because of an administrative error in transposing two of the quarterly figures. The figures for the quarters in 03/04 should have read 32, 24, 26 and 28 giving the correct total of 110 for the period.

## Progress

<sup>2</sup> The usual qualifications apply to this report:

- The statistical uncertainty associated with the individual data series is described in paper DB/20-07/3 and it is important not to draw too many conclusions from quarterly data. However, there is nothing to suggest, at this stage, that significant problems are likely to arise in the foreseeable future.
- It is also important to recognise two specific issues: (i) the target does not capture the totality of HSE's work to regulate major hazards, and (ii) a cross-cutting programme of work for the MH sector, now established, may well lead to further targeted effort aimed at delivering improved performance in precursor management.

We are on track to deliver the targets for precursor reductions in all sectors except rail. In rail there is a downward trend in precursors, but not strong enough to hit the original target. The risk model and targets for rail are being reviewed.

**Nuclear:** Despite the increase of incidents this year compared with last, (which was a particularly good year) overall they are still on track to hit target. The quarter-by-quarter variations are not thought to be statistically significant.

**Offshore:** Although the actual outturns have risen during the first three quarters, the quarter four figure has declined. After a disappointing increase in 2003/04 there has been a significant reduction and the sector is on track to hit the target.

**Onshore Chemicals:** The indicator is consistently below target and has shown year on year improvement.

**Rail:** This Sector requires further action. RI is very active with Industry, both to ensure they deal with principal risks (level crossings and irregular working) and also to address the re-worked model. We are not on track, but there is a downward trend of about 5% per year against the baseline. **RI will do more work with the Industry to identify an achievable and stretching improvement target, rather than just accept the current downward trend.** The basis on which the index is calculated has been changed this quarter by RSSB. This means that the quarter 4 figures are not directly comparable with previous figures so are not shown. All of the key areas of concern have been challenged at a meeting between HMRI and Network Rail (28 January).

## Risks

Risk:	Action taken since last report	Status
Lack of industry commitment	Concerns earlier in year about impact of Nuclear Decommission have been reduced, but still need to be kept under review and concerns from the Rail review remain.	A
Lack of data below precursor level may make it difficult to track progress and detect problems sufficiently early to take appropriate action	Implementation of the guidance for the chemical Industry is not yet embedded, so we are not confident at this stage and need to see trends over the next year to establish confidence.  Finally RSSB have changed the basis on which the Rail index is calculated. The implications of this are being assessed. Despite the fact that progress has been made with the onshore chemical industry, the concerns expressed about RI means the risk status remains amber.	A
A catastrophic event in one or more sectors could create demands for a major change in approach	The HSC policy statement on permissioning forms a defensible basis for justifying HSE's overall approach in this sector. No incidents therefore risk remains stable.  Work in the MH strategic programme is being undertaken which confirms the robustness of HSE's current arrangements.	G
Lack of innovation	Now we have had 2 years experience of operating under the programme, the risk register will be reviewed for next year's performance report.	G

## Local Authorities Strategic Enabling Programme (Green)

### Progress

The partnership approach adopted by HSE and LAs, building on our respective strengths to improve the effectiveness of our combined regulatory work, fits well within the Hampton Report on regulation. Our Strategic Programme is making good progress, with lots of practical examples of joint working across the country evident and good practice being shared nationally.

The fourth quarter has seen further good progress in accordance with the programme plan; the Programme is now roughly halfway through its expected life with work proceeding as planned on the specific projects identified as delivering the partnership as set out in the Statement of Intent (Sol):

- **Local Engagement.** Work on publicising the Sol, and communicating with LAs, continued this quarter with HSE’s Partnership Managers organising conferences and other events which led to many individual LAs signing “local” Sols with their HSE regional office.
- **Governance.** Work has started on the review of liaison arrangements between HSE and LAs and future governance of the partnership. Nick Cull (ex-Director LGA) has been appointed to chair a Working Group and proposals will be brought to HSC in July with the aim of ensuring an effective local and national level of governance.
- **Fieldwork and liaison.** LA secondees are now in post in HSE’s geographical divisions, working with HSE’s Partnership Managers (PMs), which will further help in the effort to build strategic relationships with their LA contacts. The PMs have discussed field initiatives with LAs for 2005/06 and are building on the examples contained in the “Best Practice Guide” launched in March by HSE/LACoRS.
- **Support.** Further progress has been made with other specific projects such as development of the “Extranet” following receipt of the REFIT business analysis. Although there was some delay caused by the need for supplementary cost/benefit information the project is now back on track. The work finalising the programme of S&T support to LAs from 2005/06 - £5m to be spent over the next 4 years – was completed and is due to be launched in May.
- **Communications** As noted in earlier reports, there remains a significant challenge in communicating this Programme to its many stakeholders, but the mood music from LAs is on the whole positive. Internally there is also a good working relationship with the PSA1 and Public Services Programmes, recognising the need inter alia to manage the potential for multiple approaches to LAs (and their senior officers). The final Communication Plan for the Programme will be informed by the wider stakeholder research recently carried out – the results of which are currently being analysed.
- **The Hampton Report** (published in March) recognised the legitimacy of our partnership approach with LAs and the implications for the Strategic Programme are now being considered as part of the overall HSE response process.

### Risks

Description:	Action taken since last report	Status
Effective communications with LAs and others not established	Communications plan close to finalisation.	A
Failure to agree Programme deliverables eg a common understanding of success criteria	Detailed plan developed between HSE and LACORS. Evaluation workstream being developed with CoSAS assistance.	G
Failure to get the right balance between central co-ordination of field activities and freedom of PMs/RDs to meet local priorities	Three FOD HoDs on Programme Board; oversight of PMs a specific central Pg team function	A
Tension between RDG expectations of speed of progress and the long-term nature of developing an effective partnership.	Plan to include a mix of “quick and worthwhile wins” and longer-term objectives; clarity of communications with RDG; involvement of senior staff, Commissioners, in Project and Pg activities.	A

### Worker Involvement Strategic Enabling Programme (Amber/Green)

#### Progress

This is the first quarterly report from this newly initiated programme. The work was formerly undertaken as part of the Better Health at Work Partnerships Strategic Programme. Programme planning has taken up much of the team's time. Additional resources have been assigned to the programme and new team members are getting up to speed, following a 50% turnover in staff. Two further members of staff are expected to join in April and May 2005.

Despite all this change, the WSA Challenge Fund met its milestones. The second round attracted 67 applications and the management board awarded funding to 11 projects. A successful launch event was held 10 March. The evaluation of the first year is on track to reach HSC in July 2005.

The previously planned communications activities for gaining internal/external support for WI&C have been delayed, pending agreement from the HSC, (received February 2005). However, work is currently underway with Communications Directorate to develop communication activities with staff. The Programme Board is taking shape. The CBI, TUC, LACORS, Field Operations Directorate and Fit3 have agreed to be members. It is also hoped to secure a representative from the Federation of Small Businesses.

The STEP is on track to deliver its future milestones for collecting evidence, communication and stakeholder engagement (both internal and external) and programme governance.

### Risks

Description:	Action taken since last report	Status
May fail to engage stakeholders	<ol style="list-style-type: none"> <li>1. Develop and implement stakeholder engagement plan.</li> <li>2. Maintain good communications.</li> <li>3. Ensure not imposing unnecessary burden by ensuring that WI is integrated into other work.</li> <li>4. Divisional Directors to engage with senior field managers.</li> </ol>	A
The approach may not work either because there is no conclusive evidence that worker involvement works, or because evidence on TU engagement is not transferable to the non-union situation.	<ol style="list-style-type: none"> <li>1. Continue to build evidence base.</li> <li>2. Have strong evaluation element in plans</li> <li>3. Maintain a diversity of approaches</li> </ol>	A

### Business Involvement Strategic Enabling Programme (Amber/Green)

The programme plan for the new Business Involvement Strategic Enabling Programme (BIP) is currently under development – the programme plan will enable to the RDG and BIP Board to:

- Review content and alignment of the Business Involvement (BI) Programme with the strategic aims and objectives of the HSE in achieving its PSA targets;
- Assess the level of confidence that, if managed to plan, the BI Programme will achieve its stated objectives and deliver its contribution to the PSA target;
- Inform decisions on the programme priorities and resourcing through strengthened performance reporting arrangements;
- Provide a validated method of measuring and reporting the performance of the programme.

### Progress

- **Promoting director responsibility** through non-legislative measures and developing evidence base on drivers, influences and benefits:
  - Supplementing the HSC guidance on directors' responsibilities, published in 2001, with influential case studies and sound evidence base for the benefits director responsibility brings.
  - First set of 14 completed directors leadership case studies published on HSE web site in February 2005 – conference held to coincide with the launch jointly sponsored by HSE/HBOS/loD

- Advising and supporting Minister on Hepburn Private Member Bill – 2nd reading March 2005
- Research to build the evidence base for director responsibility is well underway including third survey of board level arrangements; review of academic and learned research; peer review of key research.
- **Public reporting** of health and safety performance by large organisations – surveying the frequency and quality of public reports
  - The research to survey public reporting has commenced and is going to plan
  -
- **Large organisations**
  - Second PB took place on 18 January
  - Progress on agreeing the project plan and deciding on the pilot organisations is progressing – slowly – LACoRS now signed up to proposed approach for the pilot
  - 20 potential participating large organisations identified using ILM methodology – for consideration by LO PB at 22 April 2005 meeting
- **Management Regulations** - amending Civil Liabilities regulations
  - Resource for this work now in place (Stewart McEwen leading on this work)
  - HSC agreed consultative proposals and CD published – Q3 – closing date end of May 2005 – results due to HSC Q1
  - Research underway to assess impact of earlier legislative changes on civil liability (Q4) – in line with commitment to given to Ministers in 2003
- **CHaSPI**
  - Validation has been completed and results presented to HSC/E in Q3. Work of contractor to make necessary changes to web-based tool recommended as part of validation underway (Q4) – the delay in getting this work underway has delayed progress by three months.
  - The work to develop key messages and a strategy for winning stakeholder support underway (Q4).
- **SME indicator**
  - The indicator went live on DTI's Business Link website in Q3. HSE Press release issued in January 2005. Over 700 SMEs have registered and completed the indicator

## Risks

Description:	Action taken since last report	Status
We are unable to secure HSE funding to run CHaSPI	This is a newly identified risk. Validation did not support our plan to find a partner to help run the index. We now have to secure the programme funds required (around £100K).	A
Failure to reach agreement on direction and scope of the Large Organisation Engagement Project	Programme Board must advise.	G

## **Enforcement Strategic Enabling Programme** (No traffic light status assigned)

The Enforcement STEP is still at an early stage of development, so it is not possible to assign a traffic light status.

Progress to date includes:

- Developing new incident selection criteria, which are more closely related to our strategic priorities (e.g. slips and trips, MSDs). These will be introduced in the near future.
- Setting up a programme board and working group (local authorities are represented on both);
- Forging links with the LA STEP;

- Recruiting staff for a small programme office;
- Identifying the STEP's overall resource requirements;
- Meeting with Timothy Walker (the STEP Sponsor) to discuss the high-level plan and his vision for the STEP.

At the end of April, the programme board will consider and agree the Enforcement STEP's high-level plan, initial tranche of projects, products, success criteria and milestones.

## STRESS PROGRAMME PLAN: INTERVENTION LOGIC MODEL (ILM)

**What is the target?**

The Stress Programme is a component programme of the Fit3 Strategic Delivery Programme and is designed to reduce the incidence of work-related ill health as a contribution to DWP's PSA target 5. The Stress Programme is intended to reduce the number of individuals first reporting stress-related ill health by about 20,000 by the end of 2007/08 compared with a 2004-05 baseline. The Stress Programme is also expected to make a major contribution to reducing the number of working days lost due to work-related ill health.

**What needs to be done to achieve the target?**

The Stress Programme is based on achieving the adoption of the Stress Management Standards (SMS), initially across sectors with the highest incidence of stress-related ill health and then across all sectors. The SMS aims to reduce employees' exposure to job-related stress through locally-devised and implemented risk control measures such as job re-design and providing additional support, tackling issues identified through stress surveys of employees. The Programme relies on a combination of promotion by champion organisations in target sectors, direct support to organisations implementing the SMS and indirect support through stakeholder organisations and a web site, all within a communications framework to raise awareness of the importance of work-related stress and an effective approach to tackling the problem.

**How much needs to be achieved by when?**

Given the incidence of stress-related ill health in the target sectors, and a number of assumptions about the take-up, sustained implementation of control measures and the effectiveness of the SMS approach, it is estimated that by mid-2007/08 the Stress Programme needs to have engaged with organisations employing about 3.4m workers and within these organisations to have reduced exposure to stress for about 400,000 workers in high-stress jobs.

**What resources are needed to achieve the target?**

Over the PSA period, the achievements of the Stress Programme will be heavily dependent on adequate numbers of programme (60 staff years) and inspector staff (50 staff years), a high-profile communications strategy and sufficient budgets for communications (£2m), research ((£2.5m) and support for organisations implementing the SMS (£2m).

**How will we know what progress we are making towards the target?**

The Stress Programme will be actively supported, performance managed and performance reported through a programme of research tracking changes in employers' and employees' engagement in the SMS approach (agreeing to participate, running stress audits, running focus groups to identify solutions, implementing and sustaining the implementation of risk control measures) and changes in self-report job-related stress.