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HEALTH AND SAFETY COMMISSION

Fit for work, fit for life, fit for tomorrow strategic programme (Fit3): achieving impact, reducing harm

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Issue

1. To advise Commissioners of progress toward achieving the overall RHS/PSA targets in the light of the recently released 2005/06 annual health and safety statistics, and the planned activity for the third year of the Fit3 delivery programme.

Timing

2. Routine

Recommendation

3. The Commission note:
 - The encouraging progress with delivery during the first 18 months of the programme and lessons we are learning from the work;
 - the success of arrangements for active engagement with local authorities, most of whom are now working in partnership with HSE to deliver Fit3;
 - the campaigns, projects and other interventions planned for 2007/08.

Background

4. The Fit3 Strategic Programme is designed to contribute to delivery of the Revitalising targets and specifically to deliver the three components of HSC/E's PSA targets for occupational health and safety by 2007/08 against a baseline of 2004/05:
 - 3% reduction in the incidence of injury
 - 6% reduction in the incidence of ill health
 - 9% reduction in the incidence of days lost.

Programme content and intervention selection

5. The Fit3 programme implements the Commission's strategy to make better use of communications, target our finite resources to achieve greater impact, make better use of partnerships, and help people benefit from a sensible health and safety culture. It also delivers interventions that support the more recent Health, Work and Wellbeing strategy, Healthy Working Lives Scotland and Health Challenge Wales agreed with DoH and DWP.
6. Fit3 focusses effort and resources on major causes of injury and ill health, and on sectors and organisations that offer the greatest opportunities for improvement. Each Fit3 component programme contains a mix of interventions, reflecting *Sensible Health and Safety*, the Commission's published intervention strategy (see Annex A of this paper for the structure of the Fit3 Programme).
7. This paper provides an overview of Fit3 activity past and planned. More detail on Fit3's component programmes is given/will be reported in the following Commission papers:

Commission meeting	Paper number	Title
5 September	HSC/06/71	The Health Agenda: Gaining Momentum
5 December	HSC/06/96	Injuries Reduction Programme – Progress Report
9 January	To be allocated	Noise and Vibration (Below the line)
6 February	To be allocated	Disease Reduction Programme: LA partnership

Argument

Targeted use of finite resources

8. Our choice of intervention is informed by the maturity of the hazard and/or sector, and is made in close cooperation with operational colleagues in FOD and LAs. For example, falls from height is a well-known risk area with established control measures and a clear set of legal requirements so our interventions aim to embed these standards by using clear guidance and enforcement activity, supported by revised LA/FOD circulars/instructions and topic packs. We anticipate an increasing level of enforcement to support delivery of Fit3 in its third year, including proactive prosecution on the duty to manage asbestos, falls from height risk and management of slips and trips risks associated with cleaning.
9. In contrast, the stress management standards and sickness absence management arrangements are comparatively new issues for which solutions and good practice are less well understood, and so a higher degree of support and advice for businesses is needed at this stage.

Effective communications

10. Early in the planning process we identified that we needed to reach employers and workers on a far greater scale than previously attempted, so we introduced as part of Fit3, 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. Evaluation of these campaigns has demonstrated the potential for

much greater impact that is achieved when paid publicity is used together with stakeholder engagement and inspection and enforcement.

LA Partnership

11. LA colleagues signalled significant commitment to Fit3 priorities at the start of 2006/07 amounting to an estimated 400 staff years. Most have re-drawn their service plans to align them with the Commission's priorities. There are two major publicity backed campaigns, which LAs are supporting though coordinated work with FOD - Height Aware and Backs! 2006.
12. LA colleagues are also making significant contributions to a number of other initiatives including a national delivery chain initiative in partnership with FOD (Moving Goods Safely 2); follow-up visits, including enforcement, to last year's Watch Your Step campaign on slips and trips; targeted inspection dealing with skin disease, asthma and duty to manage asbestos; and intervening at high level to implement the stress management standards in the financial services sector.
13. LAs are represented on all main project/programme boards helping to make early decisions on direction and implementation. This helps to ensure key issues for local authorities are fed in at the earliest stage.

Measuring progress and evaluating impact

14. Evaluation reports for Backs! 2005, Watch Your Step and Height Aware campaigns clearly show raised awareness of the main issues and messages, and confirm that the campaigns have succeeded in attracting support from stakeholders.
15. The measures of progress against the PSA and RHS targets are the annual Health and Safety Statistics. The most recent statistics (for 05/06) were released on 2 November 2006. These demonstrate real progress towards achieving the 3-year PSA targets – on track in each case. All three indicators are showing movements in the right direction.
 - The Labour Force Survey (LFS) showed a significant fall in the incidence of ill health during 2005/06, a continuing trend since 2000.
 - The rate of fatal and major injuries reported under RIDDOR fell by 6.8% in 2005/06, the second consecutive year in which there has been a fall.
 - The number of working days lost per worker in the LFS has gone down considerably to 1.3 days per worker compared with 1.8 days in 2000/02 and 1.5 days in 2004/05.
16. In terms of the RHS 10-year targets, because the current trend for fatal and major injuries follows years of plateauing the progress assessment at the 6-year point is:
 - Reducing ill health incidence – on track
 - Reducing injury incidence – not on track
 - Reducing days lost incidence – probably on track

Looking ahead

17. Eighteen months into the Fit3 programme we have learnt much about what we need to do to achieve delivery of the RHS/PSA targets – in particular about:
 - the effective use of communications including sustaining consistent messages;
 - getting the right mix of interventions;

- adopting an audience focus and making better use of market segmentation;
- and involving the full range of delivery partners in FOD, LAs, and our sector teams.

18. As a result for 2007/08 we now have a higher proportion of interventions that are not premise based but instead aim to influence businesses that we have not historically engaged in a concerted and coordinated way (across HSE and LAs), such as facilities managers, contract maintenance and cleaning firms and logistics service providers. The success of the construction programme's initiative to focus its intervention early in the procurement and supply chain process has informed this approach. While providing a challenge to local planning and intelligence demands, it promises greater impact from more effective targeting of those in the best position to influence standards and prompt attitude and behaviour change in their sectors.

The Fit3 portfolio for 2007/08

19. The Fit3 Programme Board, which involves representatives from FOD and LAs, has discussed and agreed a portfolio of projects and interventions for 2007/08. Much of this work builds on or continues activity from earlier years and is aimed at minimising planning overheads while maximising benefits. It is summarised in Annex B of this paper.

Fundamental Review and Fine Tuning Project

20. The Fit3 plans for next year take into account the finding of the recent Fundamental Review and in particular the need to adopt a more business-centred approach, to increase and improve market segmentation, and to embed the lessons of the influencing others stream in stakeholder engagement.

21. The Fit3 Programme Team will have a significant contribution to make to the Fine Tuning Project. In particular, the Programme will feed in its experience on programme planning and delivery, particularly its collaboration with Local Authorities. And will want to contribute on how best to introduce more discretion and accountability at local HSE manager level, along with how to reduce the administrative procedures associated with strategic programmes to the level now required.

Risks

22. We have identified several risks to maintaining successful delivery:

- Achieving the most effective selection and balance of interventions;
- Achieving delivery on an adequate scale;
- Securing sufficient resources within HSE and from LAs to deliver the programme;
- Achieving programme benefits within the short timescale of the PSA period.

We are working to mitigate and manage these risks.

Consultation

23. Colleagues in FOD, Communications Directorate, CoSAS, LACoRS and LAU have been consulted in developing the Fit3 portfolio for 2007/08.

Presentation

Communicating the Fit3 portfolio to delivery partners

24. We have developed a framework delivery plan to enable FOD and LAs to determine the best deployment of resources to deliver the portfolio. A paper was presented at the Local Government Panel meeting on the 7 November advising them on the development of the Fit3 programme and the planned activity in the third year of the programme. Together with an updated Fit3 roadmap and detailed supporting circulars and minutes, the delivery plan will be used to communicate the activity and outcomes requested of operational teams.

Costs and Benefits

25. The costs of delivering the Fit3 programme and realising the targets go well beyond HSE and LAs, including those on business. The benefits are potentially very significant but we are unable to estimate them at this stage.

Financial/Resource Implications for HSE

26. Work to agree Policy Group and FOD staff resources, communication and research allocations to deliver the 2007/08 portfolio is underway. Overall there is likely to be less resource in the next financial year although the detailed implications are still being firmed up. The process to identify LA contributions to the programme takes place between October and December, through discussion between FOD LA partnership teams and their regional networks.

27. Despite resource constraints, delivery of the Fit3 programme as a whole should continue to account for a significant part of HSE's overall budget (estimated as £52m of £243m in 2006/07 = 21%), this does not take into account any expenditure by Local Authorities.

28. Communications is central to the delivery of much of HSE's programme of business and in particular to the Fit3 programme to deliver HSE's targets. Combined with other interventions it can promote changed behaviour. Evidence from previous campaigns shows they can change awareness, attitudes and behaviour. The major investment in Fit3 during 2006/07 is going into activity on MSD, Stress, asbestos, skin and falls. See Annex C of this paper for detail.

Environmental Implications

29. None

Other Implications

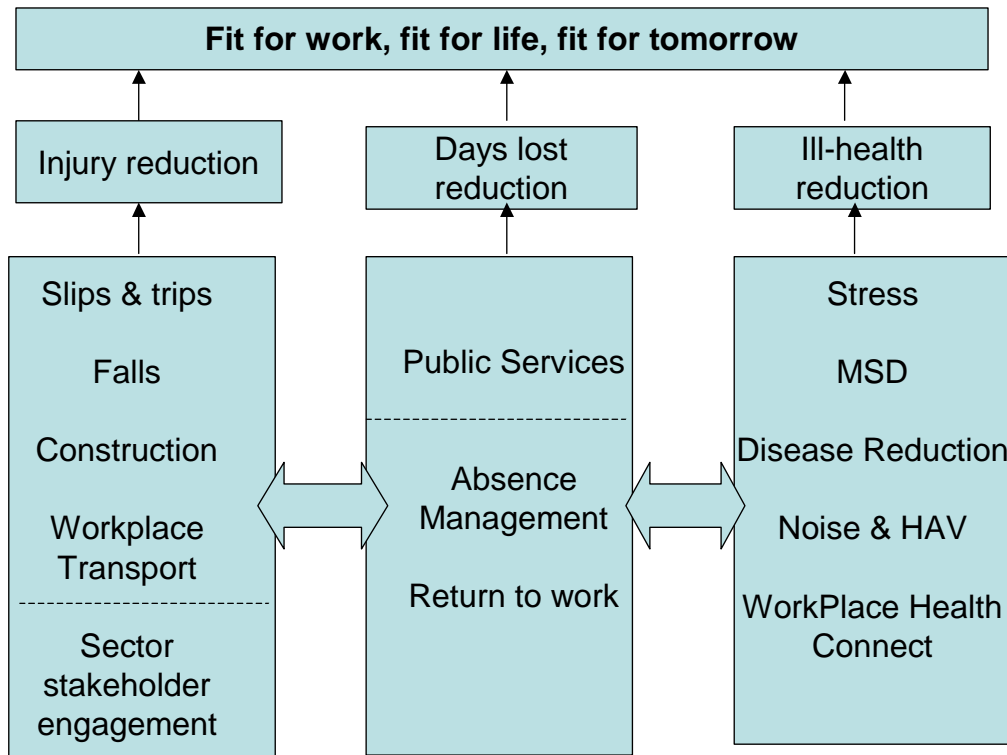
30. The Fit3 delivery programme is heavily reliant on significant LA involvement as described above. Resources to support the partnership with LAs remains a priority, although we are attempting to manage expectations for the amount and nature of training, briefing and local support that HSE is able to provide.

31. We seek to ensure that the work being done by Fit3 aligns with the messages being delivered in Scotland, through Partnership in Health and Safety Scotland and in Wales,

through the Health Challenge Wales of which the recently launched Welsh Backs is part.

Action

32. The Commission is invited to note the progress of the Fit3 programme to date and delivery planned for 2007/08



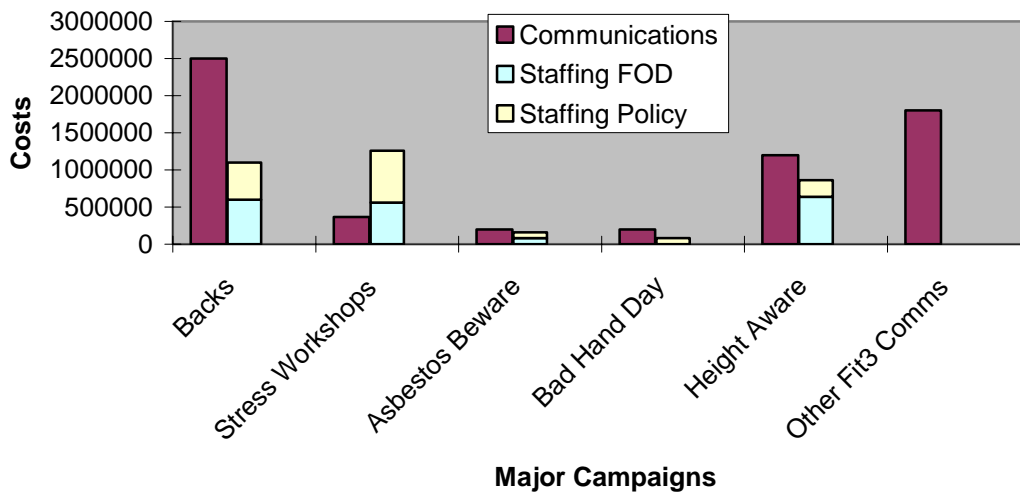
Outline of the Fit3 portfolio to be taken forward in 2007/08

In summary we are planning:

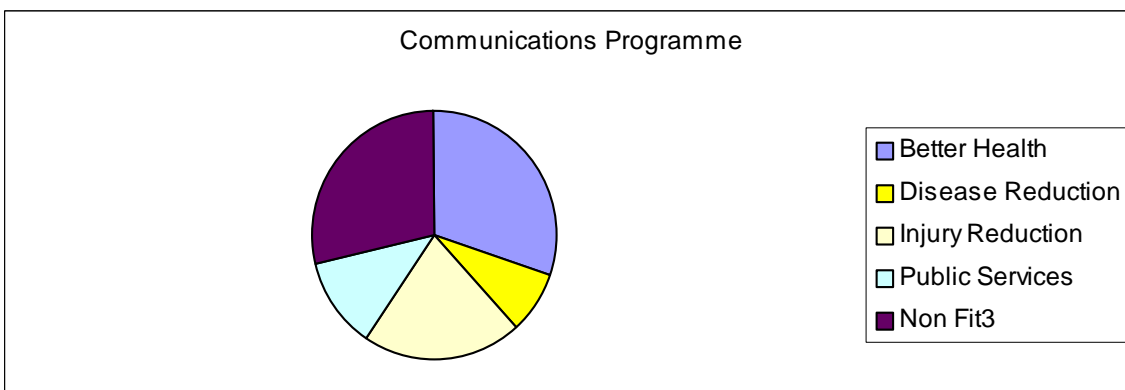
- A third major media campaign on MSDs in January and February 2008 supported by stakeholder engagement and events and inspection and enforcement by FOD and LAs, reinforcing the better backs messages and use of the upper limb disorder assessment tool currently being developed.
- Continuation of the GB-wide Moving Goods Safely initiative, building on this year's work. 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) building maintenance and facilities management companies focussing on falls from height, duty to manage asbestos, workplace transport and slips and trips.
 - ii) work with the expanding waste and recycling sector on slips and trips, manual handling, workplace transport, falls and safe machinery interventions.
 - iii) 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;
- 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, duty to manage asbestos and injury reduction target areas.
- Targeted inspection and enforcement throughout the year based on 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.
- The final year of the Workplace Health Connect pathfinders, from which we will learn lessons about engaging SMEs.

Communications and other resources associated with component parts of Fit3

Communications and Staffing resources 2006/07



1. The above chart shows spend on significant workstreams within the Fit3 programme.
2. In addition, Workplace Health Connect is a service including a confidential, impartial advice and support help line/website for smaller businesses, focused on occupational health issues, reducing sickness absence and assisting rehabilitation and return to work. Its delivery is being managed by HSE and has a budget of £7.042m in 0607 (£768,500 for marketing) to provide the service over two years. This budget is delivering the national Adviceline and supporting website, five regional workplace visit Pathfinders, marketing activity for the service, impact evaluation of the service and training and other related activities.



3. Of the total allocated to Communications in 2006/07 (£8.68m) around 73% of the available resource has been committed to the Fit3 Programme to enable programmes to promote widespread changes in behaviour in ways that will result in improved control of specific risks.