

Priority Programme	SLIPS AND TRIPS – Proposed Plan subject to approval by Programme Board	Progress			
Programme Targets	<p>Outcomes: The Programme's objective is to reduce the incidence rate of fatal and major injuries caused by slips and trips by 5% by 200, and by 10% by 2010</p> <ul style="list-style-type: none"> • The baseline incidence rate for 1999/2000 corrected for under – reporting was 84 per 100,000 • The targets are to reduce this to 79.8 by 2004/5 and to 75.6 by 2009/2010. <p>Baselines: The 37,000 or so slips and trips reported under RIDDOR by employers each year accounted (in 2001/02) for 37% of the major injuries that occur in Britain's workplaces. A quarter of the injuries occur in premises assigned to local authorities for health and safety enforcement; the remainder come within HSE's remit. All but 4% of the slips and trips occurring within HSE's remit happen in workplaces dealt with by FOD.</p> <ul style="list-style-type: none"> • As above, baseline incidence rate for 1999/2000, corrected for under-reporting was 84 per 100,000. 				
Contributions to achieving the PSA targets	<p>32% of the PSA target for reducing the incidence of fatal and major injuries</p> <p>5% of the PSA target for reducing working days lost caused by workplace injuries and disease</p>				
Strategy	<p>The Programme will</p> <ul style="list-style-type: none"> • develop our knowledge of the causes of slips and trips and how to prevent them, • communicate our knowledge to duty-holders (focussing on sectors with large numbers of slips and trips), HSE and LA staff, health and safety professionals and workers, and • motivate employers (particularly in sectors with large numbers of slips and trips) to reduce, wherever reasonably practicable, slips and trips <p>It has 5 main elements:</p> <ul style="list-style-type: none"> • Getting the right people to act; • Engaging LA and HSE colleagues; • Designing out slipping and tripping hazards in new or refurbished workplaces; • Underpinning research; and • Programme Monitoring and Review. <p>Slips and trips account for a fifth of reported major injuries in construction and agriculture and almost</p>				

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	<p>half of reported major injuries in health services. If the three “sector” Priority Programmes do not reduce injuries caused by slips and trips they may have difficulty delivering their Programme targets. The Construction, Health and Agriculture Priority Programmes have targets to deliver, by 2004, reductions in major injury incidence rates of 33%, 5% and 5% respectively.</p> <p>If these Programmes deliver their targets, and the effects are equally distributed between different injury causations, their success could result in a reduction of up to 4% in the number of major injuries caused by slips and trips. Their 2010 targets (66%, 10% and 10%) have the potential to deliver an 8.6% reduction in major injuries caused by slips and trips.</p> <p>For these reasons it is essential that this Programme fully engages and co-operates with the three sector Priority Programmes, with particular priority given to construction and health services, given the high volume of slips and trips in those sectors.</p> <p>For this Programme to succeed it will need to go beyond the sector Priority Programmes and also engage effectively with, particularly, the manufacturing, public administration and retail sectors</p>				
Key Work Streams	<p>Progress: Detailed project plans are under development for each element. The main outputs in the first quarter will be the establishment of detailed project plans under a Programme Plan to be considered and approved by a new Programme Board. The key outputs will follow from those plans.</p> <p>ELEMENT A: Getting the right people to act Convincing the right people that slips and trips are serious, have significant consequences, and can be reduced, and to take action in consequence.</p> <p>Project A1: Developing the business case <u>Aim</u></p> <ul style="list-style-type: none"> • To provide HSE with factual data on the economic and business costs of slips and trips. • To produce by <i>[an agreed date]</i> a paper setting out the overall economic/business effects of the current prevalence of slip and trip injuries in workplaces. <p><u>Linkage/overlaps:</u></p> <ul style="list-style-type: none"> • The outputs from this project will be used to support arguments deployed in Projects A3 and B1 • <p><u>Estimated Staff Cost:</u> – COSAS – 20 Days</p> <p>Outputs and Milestones:</p> <p>Paper setting out the costs of Slips and Trips to commercial sectors.</p>				

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	<p>-obtain prevalence statistics May 2003 -apply economic data May 2003 -Final paper June 2003</p> <p><u>Methodology for progress management, indicators, evaluation.</u> Project leader, programme manager, Programme Board. Deployability in Projects A3 and B1. Assistance in deployment of HSE/LA resources.</p> <p>Project A2: Case Studies</p> <p><u>Aim:</u></p> <ul style="list-style-type: none"> • To provide HSE with comprehensive factual data on successful interventions on slips and trips • To produce 10 case studies of successful interventions on slips and trips by employers and/or workers and/or anyone else by Nov 2003. Publication available to the public July 2004. <p><u>Linkages/overlaps:</u></p> <ul style="list-style-type: none"> • The outputs from this project will be used to support arguments deployed in Projects A3 and B1. <p><u>Estimated staff cost:</u> SU 30 days LAU 20 days DIAS 5 days</p> <p>Outputs and Milestones:</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 80%;">-identify and review existing case studies</td> <td style="text-align: right;">June 2003</td> </tr> <tr> <td>-assess presentation of guidance needed</td> <td style="text-align: right;">Sept 2003</td> </tr> <tr> <td>-business case to DIAS</td> <td style="text-align: right;">Sept 2003</td> </tr> <tr> <td>-identify new case studies</td> <td style="text-align: right;">Sept 2003</td> </tr> <tr> <td>-first draft guidance</td> <td style="text-align: right;">Nov 2003</td> </tr> <tr> <td>-final draft guidance to DIAS</td> <td style="text-align: right;">March 2004</td> </tr> <tr> <td>-publication</td> <td style="text-align: right;">July 2004</td> </tr> <tr> <td>-evaluate success</td> <td style="text-align: right;">July 2005</td> </tr> </table> <p><u>Methodology for progress management, indicators, evaluation</u></p> <p>Progress through project leader, programme manager, Programme Board , project and programme team meetings. Evaluation by the slips and trips team through views of a representative sample of HSE/LA inspectors, HSE/LA enforced employers and intermediaries.</p>	-identify and review existing case studies	June 2003	-assess presentation of guidance needed	Sept 2003	-business case to DIAS	Sept 2003	-identify new case studies	Sept 2003	-first draft guidance	Nov 2003	-final draft guidance to DIAS	March 2004	-publication	July 2004	-evaluate success	July 2005				
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	<p>Sample telephone follow up as part of WCO programme of work. Post publication independent evaluation.</p> <p>Project A3: Publicity and marketing</p> <p><u>Aim:</u></p> <ul style="list-style-type: none"> To motivate action to reduce slips and trips by increasing the awareness of employers and workers of the importance of slip and trip injuries, and their preventability. <p><u>Objective:</u></p> <ul style="list-style-type: none"> To develop a publicity and marketing strategy and to implement the strategy through a suite of products. <p><u>Linkages/overlaps:</u></p> <ul style="list-style-type: none"> The proposed campaign will benefit from, but not be dependent on, the outputs from Projects A1 and A2. It will link with HSE's broader publicity/marketing strategies, including those of the other Priority Programmes. It should help with delivery of Project B1. <p>Estimated staff cost: 30 days DIAS Estimated financial cost £95K contractor</p> <p><u>Outputs and Milestones:</u></p> <table data-bbox="356 925 1411 1173"> <tr> <td>Communication strategy</td> <td>June 2003</td> </tr> <tr> <td>Content for slips and trips website</td> <td>June 2003</td> </tr> <tr> <td>Tools for management of website contents</td> <td>Sept 2003</td> </tr> <tr> <td>Food industry website on line</td> <td>June 2003</td> </tr> <tr> <td>Pilot Group Communications Community of Interest, initially off-line</td> <td>July 2003</td> </tr> <tr> <td>Establish on-line Community of Interest</td> <td>Nov 2003</td> </tr> <tr> <td>Worksmart series live broadcasts commence</td> <td>August 2003</td> </tr> <tr> <td>Review portfolio of publications</td> <td>March 2003</td> </tr> </table> <p>Methodology for progress management, indicators, evaluation</p> <p>Project leader, programme manager, programme board. Evaluation protocol to be produced June 2003.</p> <p>Project A4: Developing effective links with other Government departments and other key stakeholders</p>	Communication strategy	June 2003	Content for slips and trips website	June 2003	Tools for management of website contents	Sept 2003	Food industry website on line	June 2003	Pilot Group Communications Community of Interest, initially off-line	July 2003	Establish on-line Community of Interest	Nov 2003	Worksmart series live broadcasts commence	August 2003	Review portfolio of publications	March 2003				
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	<p><u>Aim:</u></p> <ul style="list-style-type: none"> To ensure that OGDs, the devolved administrations, Government agencies and other key stakeholders are fully informed about the PP and take action to support it. <p><u>Objective:</u> Effective engagement of OGDs and NGDBs to the Slips and Trips agenda. Linked to projects A5, B1, B2, other Priority Programmes and Stakeholder Engagement Strategy.</p> <p><u>Outputs and milestones:</u></p> <table border="0"> <tr> <td>Initial discussions with Jobcentre Plus and Infoline</td> <td>May 2003.</td> </tr> <tr> <td>Develop Jobcentre Plus engagement model/s</td> <td>June 2003.</td> </tr> <tr> <td>Initiate Pilot for Jobcentre Plus engagement model/s</td> <td>July 2003.</td> </tr> <tr> <td>Interim report on Jobcentre Plus pilot</td> <td>Oct 2003.</td> </tr> <tr> <td>Final report on Jobcentre Plus pilot</td> <td>Jan 2004.</td> </tr> <tr> <td>Develop generic engagement model for OGDs</td> <td>Feb 2004.</td> </tr> <tr> <td>Initiate pilot for Generic Engagement Model</td> <td>April 2004.</td> </tr> <tr> <td>Interim report on Generic Engagement Pilot</td> <td>July 2004.</td> </tr> <tr> <td>Final report on Generic Engagement Pilot</td> <td>Oct 2004.</td> </tr> <tr> <td>Generic Engagement Model finalised and agreed</td> <td>Dec 2004.</td> </tr> <tr> <td>Strategy for 'Roll out' developed and agreed</td> <td>Feb 2005.</td> </tr> <tr> <td>Full roll out of Engagement Model across OGDs</td> <td>March 2005.</td> </tr> </table> <p><u>Methodology for progress management, indicators, evaluation:</u> *Project plan produced May 2003 Project team responsibilities described in Project Plan. An evaluation report for the Jobcentre Plus model. The perception of key individuals within OGDs. Results from participant observation by project team members.</p> <p>Project A5: Using current HSC/E initiatives, group events and central approaches to influence employers</p> <p><u>Aim:</u></p> <ul style="list-style-type: none"> To develop links with the High Level Forum, HSE's "top 350" initiative, other strategic initiatives by HSE, and with the other Priority Programmes, to ensure that the significance of slip and trip prevention is recognised wherever appropriate. <p><u>Objective:</u></p> <ul style="list-style-type: none"> To develop an influencing plan by <i>[agreed date]</i> and to implement it by <i>[agreed date]</i>. 	Initial discussions with Jobcentre Plus and Infoline	May 2003.	Develop Jobcentre Plus engagement model/s	June 2003.	Initiate Pilot for Jobcentre Plus engagement model/s	July 2003.	Interim report on Jobcentre Plus pilot	Oct 2003.	Final report on Jobcentre Plus pilot	Jan 2004.	Develop generic engagement model for OGDs	Feb 2004.	Initiate pilot for Generic Engagement Model	April 2004.	Interim report on Generic Engagement Pilot	July 2004.	Final report on Generic Engagement Pilot	Oct 2004.	Generic Engagement Model finalised and agreed	Dec 2004.	Strategy for 'Roll out' developed and agreed	Feb 2005.	Full roll out of Engagement Model across OGDs	March 2005.				
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	<ul style="list-style-type: none"> • interfaces with projects A5 and C1. <p><u>Outputs and Milestones:</u> Slips roadshows for LA inspectors, 6 done by Sept 2003 Proposal for HSE inspector training to FOD board Sept 2003 Training for HSE inspectors linked to roll out of PSES June 2004 Presentations at key conferences ongoing Web sites live June 2003 Web sites updated bi-monthly thereafter Training video completed for HSE and LA inspectors June 2004</p> <p><u>Methodology for progress management, indicators, evaluation:</u> Previous independent evaluation (Kings College) showed Slips roadshow effective in raising awareness and galvanising inspectors into action. Further similar evaluation. HSL research study identified importance of training on slips and trips. Evidence of increased time spent on S&T during inspections. Evidence of increased enforcement activity from LA returns and HSE FOCUS. Evaluation of web sites, traffic and user feedback.</p> <p>Project B2: Intervention Strategy</p> <p>Aim:</p> <ul style="list-style-type: none"> • To ensure that all HSE and LA visiting staff have an agreed and consistent approach to dealing with slips and trips during their interventions. <p><u>Linkages/overlaps:</u> Interfaces with projects A5 and C1 <u>Estimated staff cost:</u> 170 days. Geared to 20,000 recorded FOD inspector contacts and 150 enforcement notices.</p> <p><u>Outputs and milestones:</u> Presentations on S&T risk control and information/expert advice access to Band 2 and ELO managers where significant S&T risk present – Nov 2003. Cascade above information to HSE and LA inspectors dealing with S&T-Dec 2003. Paper to S&T Programme Board on result of review of expert advice across HSE/LA with recommendations- Sept 2003-05-16 Review of topic pack and briefing material complete and updated versions on Intranet/LA Net-sept 2003. Project team meeting and plan of work produced –June 2003.</p> <p><u>Methodology for progress management, indicators, evaluation:</u> Monthly team meetings. Consultation within Programme Team. Statistics subject to quality check in Stats Unit. Topic packs checked by sample survey. All inspectors have comprehensive guidance on inspection and enforcement and access to PSES. Band 2 managers/ELOs controlling resources to give more proportionate local</p>				

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	<p>initiative, inspection and enforcement time to S&T. Enforcement and advice targeted at higher risk areas and is consistent. Evaluation of training will be by sample feedback from HSE/Las by survey. Sample joint visits by S&T team with HSE/LA inspectors. Analysis by OPD of enforcement data across HSE/LA to check sufficient allocation of resource. Figures for 2002/3 as baseline for this work.</p> <p>ELEMENT C: Designing out slips and trips This element aims to ensure that new buildings and newly installed flooring take full advantage of current knowledge on preventing slips and trips, and that industrial footwear suppliers are aware of and apply appropriate standards when supplying “non-slip” footwear.</p> <p>Project C1: Interventions</p> <p><u>Aim:</u></p> <ul style="list-style-type: none"> To increase awareness of slip and trip issues among clients, architects and designers <p><u>Objective:</u></p> <ul style="list-style-type: none"> To develop by <i>[agreed date]</i> and implement by <i>[agreed date]</i>, in conjunction with the Construction Priority Programme, a plan for increasing the awareness of <i>[a defined number]</i> of clients, architects and designers about the problem of slips and trips, and of design’s role in prevention. <p><u>Linkages/overlaps:</u></p> <ul style="list-style-type: none"> There are links with, but not dependencies on, project C2. There may be overlaps with projects A5 and B2. <p><u>Outputs and milestones:</u> Meetings with top 50 London and SE architectural practices –Seminars commence June 2003. Similar for NW England and S Wales Jan 2004.</p> <p><u>Methodology for progress management, indicators, evaluation:</u> Feedback from those attending workshops. Auspices of Programme manager/board.</p> <p>Project C2: Standards</p> <p><u>Aim:</u></p> <ul style="list-style-type: none"> To gain national and international agreement on standards for testing flooring and footwear for slip resistance. 				

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	<p>This programme will analyse HSE’s statistical data and other data sources to</p> <ul style="list-style-type: none"> • extrapolate future trends from past data • distinguish between slips and trips • detect changes in incidence rates over time <p>There is currently no research commissioned under this programme, but scoping studies have shown that trips account for 25-30% of all reported slip and trip accidents (~10,000 per annum), and CoSAS are working on some initial analysis of RIDDOR data. The Programme Team will review this work together with other information to develop this programme.</p> <p>Programme 2: Baseline knowledge We need data on knowledge, awareness, attitudes and compliance among key stakeholders and to be able track changes over the life of the Programme. Objectives/milestones detailed in research programme table, not included.</p> <p>Programme 3: Causative factors This has been the focus of our research effort so far. A wide range of work has been done, including the development of a robust test methodology to assess floor surface slipperiness and some scoping work on trips. It appears that we have better a much better understanding of the causative factors involved in slips than we do those leading to trips. A major challenge for the Programme is to translate the knowledge and expertise we have available on slips into information readily accessible to employers and workers. We intend to commission some case studies to help with this.</p> <p>Slips and trips are often viewed as funny, trivial and inconsequential. Work needs to be done to identify the human factors associated with these accidents, and on ways to alter attitudes. Practical studies, especially in high-risk sectors, will aim identify ways of creating and sustaining a culture that treats preventing slips and trips as a priority.</p> <p>Most research has been about slips on the level and with able-bodied people. Much less is known about slips on slopes (or from ladders, though we think that the Falls PP is dealing with this) or whether, and if so how, less able-bodied people are more vulnerable.</p> <p>Programme 4: Slip resistance measurement techniques Appropriate, reliable and reproducible slip resistance measurement techniques are essential as we work towards better national and international standards for flooring, floor coverings and footwear. Much work has already been done, but we need to ensure that the HSE/HSL approach becomes accepted nationally and internationally, particularly in the context of standards.</p> <p>Specific projects will explore relationships between different measurement techniques and, in particular, relationships between test results and “real world” experience of slips.</p> <p>In addition, continued work to explore the slip resistance of commonly encountered floor surfaces and flooring materials will be needed. Examples include metal and engineered wood flooring. The latter,</p>				

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	<p>particularly laminate surfaces, are increasingly popular in the retail and leisure sectors.</p> <p>Programme 5: Evaluating the Programme and Programme Projects We need research input to the evaluation of the programme and of the elements/projects that make it up, including the research element. As the Programme’s structure becomes clearer it will be easier to define specifically what is required.</p> <p>Annex A lists current and planned research projects.</p> <p>We also plan to investigate/evaluate how best we can communicate the well-established knowledge base on slips that exists within HSE/HSL and similar informed bodies such as the UK Slip Resistance Group. Outside these groups there is a dearth of easily retrievable information and a great deal of misinformation (for example on reliable floor co-efficient of friction testing methods).</p> <p>There is also a wider need (relevant to all the Priority Programmes, and to HSE’s other work) to explore the most effective ways of communicating and raising awareness (eg seminars, guidance, websites, case studies etc) of health and safety issues generally, as well as slips and trips in particular.</p> <p>PARTNERS</p> <p>Potential partners for this research include (within HSE) the other priority programmes - particularly for work on the effectiveness of different communication and influencing techniques. Externally, we need to develop links with other organisations concerned with the built environment. The Building Research Establishment is an obvious contender.</p> <p>REVIEW</p> <p>This Research Strategy will be reviewed when the Programme structure has been finalised (within a month or so) and then at 6 monthly intervals. The Strategy will be “owned” by the Programme Board, advised by the Programme Manager.</p> <p>ELEMENT E: Monitoring, Evaluation and Review This element aims to provide evidence of the Programmes impact by</p> <ul style="list-style-type: none"> • monitoring progress towards the Programme’s objective, • monitoring progress with the Programme’s projects, • evaluating the effectiveness of the Programme’s outputs, • reviewing the Programme and its elements to ensure that it remains relevant and focussed. 				

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	<p>Project E1: Monitoring and evaluation Each individual project will include evaluation as an integral component. In addition there will be an overarching evaluation project. . Each research programme or project will include consideration of how the findings have contributed to the business objectives, particularly the DWPs and HSC/Es PSA targets.</p> <p><u>Aim:</u></p> <ul style="list-style-type: none"> To provide objective evidence of the impact of the Programme and its constituent parts. <p><u>Objectives:</u></p> <ul style="list-style-type: none"> To define by [agreed date] the baseline of target audiences' knowledge/ understanding of slips and trips and their prevention, To devise, in conjunction with the other Priority Programmes, and by [agreed date] research to explore the relationship between increased knowledge/understanding and action taken to minimise risks To monitor changes over time in (a) target audiences' knowledge and understanding of slips and trips and their prevention (b) the action taken in consequence and (c) consequential change in the incidence of slips and trips. <p><u>Linkages/overlaps:</u></p> <ul style="list-style-type: none"> There are links with, but not dependencies on, project C2. There may be overlaps with projects A4 and B2 <p>Project E2: Programme Review and Update</p> <p><u>Aim:</u></p> <ul style="list-style-type: none"> To ensure that the Programme, Programme and Project Managers, and HSC/E learn from experience and adapt/refine the Programme/Projects in the light of experience. <p><u>Objective:</u></p> <ul style="list-style-type: none"> To report to the Programme Board on the outcome of periodic including quarterly reviews with project leaders of the Programme and the Project Plans. <p><u>Linkages/overlaps:</u></p> <ul style="list-style-type: none"> There are links with, but not dependencies on, project C2. There may be overlaps with projects A4 and B2. <p><i>(An early task for the Programme Review project will be to ensure that some of the approaches and ideas outlined in the original 6-year strategy need no longer be pursued. Some ideas that seem valuable, include:</i></p>				

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	<ul style="list-style-type: none"> ➤ <i>Developing links with DTI's work monitoring and reducing home accidents;</i> ➤ <i>Developing, implementing and reviewing a coherent long term research strategy on slips and trips, possibly in collaboration with the Building Research Establishment as well as HSL. The strategy to look at issues like the behavioural and cultural issues that may be involved and developing expert system for use by employers. BRE involvement might help facilitate using Building Regulations to motivate use of non-slip flooring.</i> ➤ <i>Making sure that IACs are engaged and enthused;</i> ➤ <i>engaging the SBS to help reach small firms;</i> ➤ <i>using case studies in other people's training courses and curricula</i> ➤ <i>targeting manufacturers of industrial flooring materials and footwear.</i> <p><i>A task for Programme Monitoring project will be liaising with HSE statisticians about tracking statistical data on slips and trips, ensuring its validity and checking its robustness.)</i></p>																												
Third party involvement	<p>A Communication Strategy will be produced in the first quarter of 2003/4 and will deal with third party involvement.</p> <p>The Programme Board will include broad representation and ownership</p>																												
Evaluation																													
Milestones and outputs	<p>This table sets out the main milestones to be met over the next year:</p> <table border="1" data-bbox="376 863 1525 1378"> <thead> <tr> <th data-bbox="376 863 920 927">Milestone</th> <th data-bbox="920 863 1272 927">Planned Output(s)</th> <th data-bbox="1272 863 1525 927">Completion (date)</th> </tr> </thead> <tbody> <tr> <td data-bbox="376 927 920 991">1. Establish Programme Board</td> <td data-bbox="920 927 1272 991">First meeting</td> <td data-bbox="1272 927 1525 991">June 2003</td> </tr> <tr> <td data-bbox="376 991 920 1054">2. Agree Programme Plan</td> <td data-bbox="920 991 1272 1054">Programme Plan</td> <td data-bbox="1272 991 1525 1054">June 2003</td> </tr> <tr> <td data-bbox="376 1054 920 1118">3. Agree Research Strategy</td> <td data-bbox="920 1054 1272 1118">Research Strategy</td> <td data-bbox="1272 1054 1525 1118">June 2003</td> </tr> <tr> <td data-bbox="376 1118 920 1182">4. Devise/Agree Communication Plan</td> <td data-bbox="920 1118 1272 1182">Communication Plan</td> <td data-bbox="1272 1118 1525 1182">June 2003</td> </tr> <tr> <td data-bbox="376 1182 920 1246">5. Second Programme Board meeting</td> <td data-bbox="920 1182 1272 1246">Second meeting</td> <td data-bbox="1272 1182 1525 1246">November 2003</td> </tr> <tr> <td data-bbox="376 1246 920 1310">6. Review/update Programme Plan</td> <td data-bbox="920 1246 1272 1310">Revised plan</td> <td data-bbox="1272 1246 1525 1310">May 2004</td> </tr> <tr> <td data-bbox="376 1310 920 1374">7. Third Programme Board</td> <td data-bbox="920 1310 1272 1374">Third meeting</td> <td data-bbox="1272 1310 1525 1374">May 2004</td> </tr> </tbody> </table>	Milestone	Planned Output(s)	Completion (date)	1. Establish Programme Board	First meeting	June 2003	2. Agree Programme Plan	Programme Plan	June 2003	3. Agree Research Strategy	Research Strategy	June 2003	4. Devise/Agree Communication Plan	Communication Plan	June 2003	5. Second Programme Board meeting	Second meeting	November 2003	6. Review/update Programme Plan	Revised plan	May 2004	7. Third Programme Board	Third meeting	May 2004				
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for Progress Management	<p>Phil Scott, leads the Programme, which is managed by Paul Beaumont. As yet there is no Programme support team. Effective programme management requires administrative support - see Risk Register.</p> <p>A Programme Board will oversee the Programme, and help ensure delivery. Membership will be:</p> <p>Chair: Joyce Edmund-Smith</p> <p>Executive: Kate Timms or Justin McCracken</p> <p>Senior Users: CBI & TUC nominees</p> <p>Senior Suppliers: HELA, IOSH, CIEH, REHIS, CoSAS, LAU & FOD nominees</p> <p>Programme Lead Manager: Phil Scott</p> <p>Observers: DoH, DTI and devolved administration nominees</p> <p>The responsibilities of members of the Programme Board will be as follows:</p> <p>Executive: maintains oversight of the project ensures that resources required are available</p> <p>Users: represent “user” interests (workers & employers) on the Board</p> <p>Senior Suppliers: advise the Programme Board on specialist issues (like economics, technicalities, research, etc), and represent interests of “delivery” organisations.</p> <p>Programme Manager: manages the Programme in accordance with the plan; alerts the Lead Manager/Board to any departures from the expected timescales and to and resourcing problems; delivers the expected outputs, to an appropriate quality and to time.</p> <p>Observers: ensure DoH, DTI and devolved administrations are aware of the project, and of emerging outputs. Make full contribution to discussions and contribute an independent perspective.</p>				

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	<p>The Programme Manager will prepare reports, as indicated in the Plan (para 11), for the Programme Board, and Exception Reports when and if it appears that the Programme may be running into difficulties.</p> <p>INPUT ASSUMPTIONS</p> <p>NON-STAFF COSTS</p> <p>The Programme will require significant research, and a substantial investment in publicity and if necessary marketing. These non-staff costs will be quantified as soon as possible. Initial allocations have been decided. The S&I allocation will be maintained under active review in accordance with the Research Strategy and as this is a ‘young’ Priority Programme there will be eligibility for mid year bids for remaining funds. Bids against remaining funds will be made</p> <p>KEY ASSUMPTIONS</p> <p style="text-align: center;">RISK REGISTER</p> <table border="1" data-bbox="376 906 1496 1506"> <thead> <tr> <th data-bbox="376 906 792 970">Risk</th> <th data-bbox="792 906 1126 970">Consequences</th> <th data-bbox="1126 906 1496 970">Actions</th> </tr> </thead> <tbody> <tr> <td data-bbox="376 970 792 1129">Programme management team not adequately staffed</td> <td data-bbox="792 970 1126 1129">Inadequate Programme Management</td> <td data-bbox="1126 970 1496 1129">Review Programme management support needs by May 2003, (Action: Paul and Phil)</td> </tr> <tr> <td data-bbox="376 1129 792 1321">Staff time not available to lead/deliver projects</td> <td data-bbox="792 1129 1126 1321">Programme elements fail</td> <td data-bbox="1126 1129 1496 1321">Programme Board, and Senior Executive in particular, to ensure either resources delivered or Programme scaled back.</td> </tr> <tr> <td data-bbox="376 1321 792 1449">FOD staff and/or LA staff don't provide necessary input</td> <td data-bbox="792 1321 1126 1449">Programme elements fail</td> <td data-bbox="1126 1321 1496 1449">Programme Manager to prioritise “hearts and minds” efforts & projects</td> </tr> <tr> <td data-bbox="376 1449 792 1506">Unforeseen</td> <td data-bbox="792 1449 1126 1506">Unknown</td> <td data-bbox="1126 1449 1496 1506">Contingency</td> </tr> </tbody> </table>	Risk	Consequences	Actions	Programme management team not adequately staffed	Inadequate Programme Management	Review Programme management support needs by May 2003, (Action: Paul and Phil)	Staff time not available to lead/deliver projects	Programme elements fail	Programme Board, and Senior Executive in particular, to ensure either resources delivered or Programme scaled back.	FOD staff and/or LA staff don't provide necessary input	Programme elements fail	Programme Manager to prioritise “hearts and minds” efforts & projects	Unforeseen	Unknown	Contingency				
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	<p>The Programme assumes that the behaviour and actions of employers and workers are influenced positively by increased knowledge and awareness of slips and trips, and of the scope for reducing this occupational risk. This assumption is reasonable intuitively, and is supported by the experience of HSE and LAs. There is only limited independent validation of this model.</p> <p>In addition, the Programme assumes that mechanisms for managing and co-ordinating the work of the 8 HSC/E Priority Programmes will ensure synergies are exploited and conflicts/overlaps minimised.</p> <p>The Programme is currently constrained by the resources available to manage and steer it. It is also constrained by deep set attitudinal issues among duty-holders, workers, and HSE/LA staff, too many of whom regard slips and trips as “just one of those things”, incapable of reduction. Early priority must be given to addressing both these constraints. See Risk Register, Annex 1</p> <p>Linked to the attitudinal issue is the reluctance of both HSE and LAs to devote appropriate resources to the Programme’s delivery. It is particularly important that sufficient resources are available in OPD (for programme management), in SPD (for policy development on the issues), in DIAS (for guiding and funding the Programme’s publicity and marketing work), in LAU (for engaging with LAs on the issues), in LAs and FOD (for influencing duty-holders), in Construction Division Technology Unit (for specialist support) and in HSE’s research budget. See Risk Register, Annex 1. 21</p> <p>An additional negative influence on the Programme so far has been the changes in Programme Manager (3 post holders in less than 2 years), and the changed scope of the Programme, which was originally limited to the LA sector. The latter means that efforts to engage the enthusiasm of HSE staff have only started recently.</p>				