

Health and Safety Executive Board		HSE/10/32	
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Engaging Stakeholders in Strategy Delivery

Purpose of the paper

1. To provide the Board with an overview of HSE's work to engage stakeholders in delivery of the Strategy.
2. The Board is also invited to consider the draft versions of the tools included at **Annex 2-3**, which are intended to assist stakeholders with the development of delivery plans (see paragraph 12).

Background

3. "*Be Part of the Solution*" was published in June 2009 as a health and safety strategy for Great Britain. It seeks to recapture the underlying principles of the Health and Safety at Work Act 1974, namely that those who create risks are also responsible for managing them. Effective engagement and encouragement of stakeholders is therefore fundamental to the successful delivery of the Strategy and to securing improvements in health and safety performance. Since the launch, HSE has been working to encourage others in the health and safety system and elsewhere to work towards the Strategy goals.

Argument

Smarter Engagement

4. The Strategy was established in response to changes that have occurred in Britain's workplaces over the last 10 years and in anticipation of future challenges. Successful delivery of the Strategy requires effective engagement with and influence of stakeholders. HSE has a long history of engagement with stakeholders, but the Strategy demands that we build on past success – and ensure our approach is more strategic, better targeted, innovative and more likely to succeed where they benefit the realisation of business objectives and are of value to both parties.
5. There are a number of different initiatives in play to achieve this. Communications Directorate has commissioned the Central Office of Information (COI) to conduct a review of HSE's corporate stakeholder engagement strategy. The project aims to identify improved ways of engaging, communicating and working with existing and emerging key stakeholders, for the purpose of developing long-lasting and consistent relationships. This information will be used to inform the work of the Stakeholder Communications and Engagement Team (SCET) to assist the

HSE Board and SMT members to deliver strategic engagement, as well as to assist the development of strategic relationships between HSE SCS staff, the Sectors and influential organisations. The report is expected to be available by April 2010.

6. In addition there is also more narrowly focussed work within Individual Directorates which will complement the COI work. FOD, for example, has initiated a review of its external relations activities to ensure that its engagement of stakeholders is adequately planned, resourced and coordinated to achieve the objectives of its business plan and the Strategy. Many delivery directorates (D/Ds) and teams are also undertaking stakeholder mapping exercises to inform their delivery of specific initiatives.

Engaging Stakeholders in Delivery through the Business

7. HSE will make use of all available stakeholder engagement mechanisms to deliver the Strategy through the business as effectively as possible. D/Ds are working to engage with stakeholders as part of their planned activities to deliver strategic initiatives. The Board is being updated with this work through the papers it receives on responses to individual Strategy goals. **Annex 1** provides a sample of stakeholder engagement initiatives either currently underway or planned for 2010/11.
8. HSE is also using opportunities presented during the course of normal business activities to promote the Strategy and encourage stakeholder delivery. Some specific examples include:
 - HSE's work with the Fire Brigades Union, the Chief Fire Officers Association and the Chief Fire and Rescue Advisers for England and the devolved administrations on a statement of principles (launched March 2010) on how the Fire and Rescue Service can strike a balance between their operational and health and safety duties.
 - Challenging the members of the newly constituted Construction Advisory Committee (CONIAC) to work with those they represent to develop their contributions to the strategy.
 - Working with ethnic minority and migrant workers groups such as the Polish and Romanian Cultural Institutes, Polish charities, Romanian Orthodox Churches, Hindu Temples and Sikh Gurdwaras to distribute 100,000 wallet cards in London on construction workers rights on health and safety.
 - Working with the EEF to develop and promote their 'Balanced Scorecard' approach to implementing the HSE/loD Guidance in GB Boardrooms
 - Encouraging the membership of Step Change, the offshore industry's flagship health & safety network, to develop and sign-up to the Step Change Strategic Plan 2010-15, which used the HSE Strategy as a key input and which mirrors the HSE strategic priorities of avoiding catastrophe, workforce involvement and safety leadership

- The on-shore major hazard sector industry taking ownership of leadership by publishing 'Principles of Process Safety Leadership' in July 2009 followed recently by a poster campaign. The sector will hold itself accountable and report on how it is delivering the Leadership agenda within the Strategy.
 - The January 2010 Workshop 'Safety Alerts: Everyone has a role to play – what's yours?' demonstrated the benefits of the new HSE Safety Bulletin System, and challenged industry to be more active in helping improve the safety alert system as a whole across Great Britain. Participants committed to review the format and method of issuing alerts; share alert information with other industries; and set up forums to share best practice.
 - The importance of stakeholder participation is constantly incorporated into the speeches for SMT / Board members and the Minister, as well as in HSE-led seminars and events. For example IOSH 2010 where the HSE stand theme was "Be part of the solution".
9. Existing HSE stakeholder groups are also being engaged in strategic delivery through regular updates and communications. The Small Business Trade Association Forum (SBTAF) has been kept apprised of HSE's work to develop the Strategy and has been consulted by individual D/Ds on their responses to strategic goals.
10. The potential for Local Authorities (LAs) to promote the Strategy and engagement in their role as regulators is currently being considered. HSE is working with LACoRS to help LAs to project consistent and coherent messages about stakeholder roles in delivery. LAs are also being engaged in delivery of Strategic themes in their roles as employers and procurers of services. Examples of where HSE is actively working with our LA partners include:
- Engaging with LGE, WLGA and CoSLA to produce and promote guidance for LAs on their role as clients who can lead the way in improving health and safety in waste collection and recycling services".
 - In March 2010, HSE and the Local Government Employers held a workshop to encourage LAs to consider how they could contribute to the Strategy through effective leadership and the identification of health and safety priorities for local government.
 - Construction Division is working with LAs to develop competence of EHOs in dealing with construction issues and achieve national agreements for improved working between HSE, Building Control and Highways Agency.

Pledge Signers

11. Since June 2009, over 1400 organisations have committed to be part of the solution by signing the Strategy Pledge. To inform future engagement activity, a segmentation exercise was conducted and the results were tabled at the October 2009 Board meeting. This showed that Pledge signers are a diverse group of large and small businesses, individuals, LAs, government departments and trade bodies.

12. In November 2009, a Pledge Forum was launched to encourage networking between these organisations and to provide them with a medium for exchanging ideas and good practice. It is intended as a self-sustaining resource for Pledge signers, but despite efforts to facilitate engagement, their input to the Forum has been very limited. HSE plans to evaluate its effectiveness later in the year.
13. HSE will undertake some low-level promotional activity and its Directorates and Sectors are reviewing the Pledge signers to identify those potentially capable of assisting their delivery of specific initiatives. However, the Pledge signers represent only a very small percentage of HSE's stakeholders and so they should not be seen as our main focus for engaging stakeholders. This will be achieved via the work presented to the Board in more detailed papers on individual strategic themes (see paras 7 & 8) together with the progression of initiatives outlined in the 2010/11 Business Plan.
14. In response to stakeholder requests and Board suggestion, HSE is also creating tools to help Pledge signers develop and share their plans for delivering the Strategy. A short 'sign-post' guide is being drafted to provide stakeholders with links to web-based good practice information on strategic themes. A Strategy delivery template has also been devised to give an example of how stakeholders could incorporate consideration of strategic themes into their own delivery plans. (See **Annex 2-3** for working drafts of both these tools,). The intention is to publish the completed versions on the Pledge Forum, to complement existing resources in the 'Tools' section of the site. The Board is invited to consider these tools and to offer feedback.

Action

15. The Board is invited to:
 - Note the work undertaken to engage stakeholders in delivery of the Strategy;
 - Consider the tools under development in **Annex 2-3** for publication on the Pledge Forum.

Paper clearance

16. This paper was cleared by the SMT meeting of 3 March 2010.

Examples of where stakeholders are being engaged to delivery the strategy.

Leadership

- ✓ Strategic relationships with public sector employers, (e.g. Ministry of Defence and DWP) regarding their duties under HSWA 1974.
- ✓ HSE, LGE, WLGA & CoSLA co-sponsored workshops on health and safety strategy in local government for senior managers and elected member champions.
- ✓ Senior level stakeholder engagement work with representative bodies and other regulators across health, social care and transport sectors.
- ✓ Promote sensible and proportionate risk management in the education sector by building stakeholder relationships with relevant school inspection bodies.
- ✓ Engaging national training providers to embed H&S into leadership training for Head Teachers.
- ✓ Working with CBI to identify and promote case studies that show good leadership in practice.
- ✓ Association of Colleges' commitment to encourage its members to act to improve H&S along strategic themes, especially leadership for directors and senior staff, following correspondence with the HSE Chair.
- ✓ Engaging with LAs in their roles as employers and clients for municipal contracts, to influence an increase in H&S standards through the supply chain for the waste and recycling industry.
- ✓ Preliminary engagement with the Foundation for Management Education, prior to developing a delivery plan to assist future business leaders to be effective in their role as H&S leaders.
- ✓ Working with stakeholders to promote progressive industry ownership of the '*Make the Promise*' campaign in farming.
- ✓ Working as a member of the Step Change Leadership Team and its associated working groups to help the offshore industry achieve its vision to make the UK the safest place to work in the worldwide oil & gas industry.
- ✓ On shore major hazard industry taking ownership of good practice, learning lessons and issuing safety alerts through the cross sector Process Safety Forum.

Worker Involvement

- ✓ Communications campaign "*Safe and sound at work – Do your bit*" to highlight the worker involvement initiative and promote basic H&S representative training and encourage employers to demonstrate leadership to involve workforce in the management of H&S.
- ✓ Successful pilot for joint-training of safety reps and managers with stakeholders in manufacturing sector.
- ✓ Offshore Industry Advisory Committee's Worker Involvement Group's "Play Your Part" guidance and conferences.
- ✓ Working with RoSPA Scotland to develop a Toolkit aimed primarily at non-unionised workplaces, showing what works in worker involvement.
- ✓ Developing Construction Division's Leadership and Worker Engagement suite of tools and guidance from major employers to SMEs to enable users to lead, engage and develop their workforce.
- ✓ HSE support to the Partnership for Safety and Health in Health (POSHH) in developing their strategy and plans to improve the health and safety of workers in the healthcare sector.
- ✓ Leadership of a project to increase worker/user participation in the EU product standard making process.
- ✓ An example of others delivering the Strategy is E.ON's Pledge Forum case study on their work to support, promote and sustain worker involvement and consequent contact with Panasonic UK.

COMPETENCE

- ✓ Working in conjunction with IOSH and CIEH to produce feasibility study for a health and safety professionals' accreditation scheme, as well as a potential model.
- ✓ Working with DfT to promote safe driving for work through the "Driving for Better Business" initiative.
- ✓ Supporting IOSH, BSC and DCSF in the development of risk education courses aimed at 14 year olds and above.
- ✓ Engaging with relevant skills sectors to encourage the incorporation of HSE's Slips and Trips E-Learning Package (STEP) into vocational training courses.
- ✓ HSE support of stakeholders in the police and fire and rescue services in producing operational guidance to underpin HSE's high-level statement - "Striking the balance...".
- ✓ Working with land-based industries and agricultural colleges to improve the uptake of education, training and vocational qualifications.
- ✓ Engaging with insurance companies and ABI to facilitate the promotion of consistent messages on proportionate risk management.
- ✓ Working with the Olympic Delivery Authority to deliver positive H&S messages and examples of good practice at Olympic Construction sites.
- ✓ Supporting safety reps, unions, H&S professionals and manual handling coordinators in NHS Scotland to develop manual handling passport scheme to standardise training across Scotland so NHS staff are competent to carry out such activities safely.
- ✓ Providing training and advice to advisers in the Scottish Centre for Healthy Working Lives – the free advice service for SMEs in Scotland
- ✓ HSE, developers, scheme operators and contractors development of mutual recognition of industry and public sector pre-qualification schemes to assist in identifying competence of those they wish to engage. Known as Safety schemes in procurement (SSIP)
- ✓ Encouraging the development of offshore specific competence standards, which are recognised as good practise and recognised world-wide, by membership of the Board of OPITO - the Oil & Gas Academy

SME

- ✓ Small Sites Strategy – Engaging with stakeholders (e.g. – hire shops, chambers of commerce, materials suppliers) to deliver h & s messages to small construction sites regarding falls from height, hygiene and welfare and manual handling.
- ✓ Estates Excellence in partnership with regional TUC, trade associations, LAs, fire departments and insurers. (Supporting SMEs on SE industrial estates to improve H&S and reduce risks, accidents, injuries, ill health and sickness absence) – piloted with 200 companies 2009. From April 2010 will target 5 estates in a rolling programme.
- ✓ Working Well Together campaign in Construction Sector. This partnership, between HSE, TUs, construction firms, IOSH, FMB, etc., aims to improve competence in the construction industry (mostly small firms) by providing free / low cost training events. In 2009/10 over 70 events offering over 7000 places were laid on.
- ✓ Working with key intermediaries (eg – LACoRS, SBTAf, TUs, TAs etc) to develop and deliver new core communication messages for SMEs.
- ✓ HSE Scotland engaged businesses, Scottish Centre for Healthy Working Lives, Local Safety Groups and RoSPA to develop and promote a DVD and toolkit for SMEs to learn which health risks are most relevant to their business and how to control them. Being rolled out now by HSAOs & intermediaries.
- ✓ Working with TAs and businesses in Manufacturing Sectors to review sector-specific guidance and ensure that it is suitable for SME use.

Healthier Workplaces

- ✓ Asbestos; working with 5/6 colleges to pilot a vocational product for use by teachers to incorporate lessons re asbestos risks into training courses.
- ✓ Joint plan with DCFS to ensure compliance with duty to manage asbestos in schools.
- ✓ Continuing engagement with stakeholders to tackle cancer and other long-latency disease risk from exposure to stone and concrete dust in kerb and paving maintenance/new build. Includes LA, Highways Agency and contractor delivered training and on-site enforcement of prevention measures.
- ✓ Working with Health, Work and Wellbeing Executive to support Health sector, Central and Local Government and Education sector on stress management. Building on achievements such as the Civil Service West Midlands project and success of good practice case studies.
- ✓ Working with key stakeholders (training providers, sector skills councils) to develop learning materials re the risk of respiratory disease in stonemasonry, welding and MVR and to embed these in vocational training structures.
- ✓ Engaging with the supply chain to improve the take up of safer flooring and footwear in industries with most incidences of slips and trips.
- ✓ Working with and through stakeholders in the supply chain to secure the safe supply and use of second hand plant and machinery on farms.
- ✓ Safety Alerts Workshop – Engaging with stakeholders and challenging them to play their part in the operation of an effective and successful system.
- ✓ Identifying and investigating potential partner organisations that can help drive change in risk-taking behaviour in agriculture.
- ✓ Work with trade unions, employers, health and safety providers and industry advisors to address major problem with employers poor understanding and use of respiratory protective equipment to protect workers.
- ✓ Engaging with UK Social Partners such as the TUC, EEF, IOSH, ROSPA and CBI to deliver the European Campaign on Safe Maintenance

Being Part of the Solution: Getting Started

You've signed the Pledge to support the Strategy and joined the Forum, but what now? How do you go about putting the principles of the Pledge into action?

Being part of the solution is about participation and playing your role in improving health and safety performance. Everyone has a contribution to make.

It's about prioritising; assessing the risks and using this to help you focus on the areas most relevant to your business. You aren't expected to tackle all of the strategy goals at once; just use your knowledge and experience to identify the area/s that would benefit your organisation the most.

Once you've chosen which area/s to look at, decide what action/s you could take to bring about improvements. To get you started, we've collected some links that'll take you to free, good practice guidance on each of the strategy themes. We've also developed a [Strategy Delivery Template [\[link\]](#)] to help you record your plans and actions.

Don't forget to let others know how you get on by sharing news of your experiences in the [Case Studies](#) section of the Pledge Forum.

Worker Involvement

These links provide a good starting point if you want to increase worker involvement in tackling health and safety risks in your workplace.

Learn the basics of worker involvement at:

<http://www.hse.gov.uk/involvement/basics.htm>

Advice on preparing to involve workers in health and safety:

<http://www.hse.gov.uk/involvement/prepare.htm>

Guidance on how to consult and when:

<http://www.hse.gov.uk/involvement/consult.htm>

Advice on encouraging workers to get involved:

<http://www.hse.gov.uk/doyourbit>

Leadership

Effective health and safety performance comes from the top. This information is a good starting place to help your organisation find the best ways to lead and promote health and safety.

Leadership Guidance

<http://www.hse.gov.uk/leadership/index.htm>

Leadership for Small Businesses:

<http://www.hse.gov.uk/leadership/smallbusinesses.htm>

Competence

Good health and safety management requires competence across all parts of an organisation and through each level of the workforce. The following links provide guidance on improving competence and on how to decide if external advice is needed:

To understand the key principles of competence, see:
<http://www.hse.gov.uk/humanfactors/topics/competence.htm>

For getting help with competent advice, see:
<http://www.hse.gov.uk/business/competent-advice.htm>

To see examples of bad, poor and good external health and safety advice, see:
<http://www.hse.gov.uk/business/examples.htm>

Finally, to view an HSE statement for external providers of health and safety, see
<http://www.hse.gov.uk/pubns/externalproviders.pdf>

SMEs

If you run or work with small businesses, the following information should help you customise your approach to health and safety to meet their needs. You can also visit the Sensible Risk links for more help with risk assessment:

For help on getting started with the basics, see:
<http://www.hse.gov.uk/business/must-do.htm>

An introduction to health and safety for small business:
<http://www.hse.gov.uk/pubns/indg259.pdf>

To download an easy to use template to help you record your risk assessment, safety policy statement and written record of arrangements in one place, go to:
<http://www.hse.gov.uk/risk/risk-assessment-and-policy-template.doc>

Managing Risk

You may find the following links helpful if you'd like to work on promoting a practical and proportionate attitude to risk management in your organisation:

For a list of Sensible Risk principles, see:
<http://www.hse.gov.uk/risk/principlespoints.htm>

For an introduction to Risk Assessment, look at our "5 Steps to Risk Assessment Guidance": <http://www.hse.gov.uk/pubns/indg163.pdf>

For help in drafting a practical and effective risk assessment, look at our example risk assessments at: <http://www.hse.gov.uk/risk/casestudies/index.htm>

You can find free, downloadable material to help you fight health and safety myths at: <http://www.hse.gov.uk/myth/index.htm>

Healthier Workplaces

It's important to prioritise areas for action if we want to create healthier, safer workplaces. Only you can decide which topics are most important for your business, but the following links are good starting points for common risks:

Stress:

To start preventing the causes of work-related stress using a risk assessment approach: <http://www.hse.gov.uk/stress/standards/index.htm>

You can find free, downloadable material to help you prevent and reduce stress at work: <http://www.hse.gov.uk/stress/resources.htm>

Asbestos:

Essential info on asbestos; what it is, where it can be found and safe working practices:

<http://www.hse.gov.uk/asbestos/essentials/index.htm>

For information on the do's and don'ts of working safely with asbestos:

<http://www.hse.gov.uk/asbestos/protect.htm>

Slips and Trips:

Information on tackling the most common cause of workplace injuries:

<http://www.hse.gov.uk/slips/index.htm>

Slips and Trips e-learning Package (STEP):

<http://www.hse.gov.uk/slips/step/index.htm>

MSDs:

For a list of FAQs about MSDs and how to prevent them, see:

<http://www.hse.gov.uk/msd/faq.htm>

Risk assessment and MSDs:

<http://www.hse.gov.uk/msd/risk.htm>

Asthma:

Information on occupational asthma and how to prevent it:

<http://www.hse.gov.uk/asthma/about.htm>

Top tips for preventing occupational asthma in high-risk industries:

<http://www.hse.gov.uk/asthma/trade.htm>

HEALTH AND SAFETY OF GREAT BRITAIN \ BE PART OF THE SOLUTION DELIVERY PLAN FOR: [INSERT BUSINESS / ORGANISATION NAME]

Delivery of the Strategy

- Information about your business / organisation, for example: type of business, trade, number of employees / members.
- A brief statement to outline your business / organisation's commitment to improving health and safety outcomes.

Strategy themes

- Some strategy themes will lend themselves more readily to action by your business / organisation than others.
- It's important to prioritise tackling the themes most relevant for your business / organisation and which are most likely to lead to improvement.
- Set out which strategy themes you think are most relevant and explain why, e.g. – a site handling dangerous substances may want to focus on:
 - The need for strong leadership - to ensure a strong organisational health and safety culture is led from the top down and directors take an active role in making sure the right safety measures are in place;
 - Involving the workforce - to make sure that risks are practically assessed and controlled and that workers recognise and accept their role in preventing accidents;
 - Avoiding catastrophe - due to the potential for high impact incidents.
- Alternatively, a trade association representing many small businesses might choose:
 - Customising Support for Small Businesses – to improve advice given to its members;
 - Competency – to encourage the spread of good practice.

Prioritising topics that need particular attention and targeting

The nature of your business may also require you to prioritise topics that need particular attention. For example, a call centre with a high rate of staff absence from musculoskeletal disorders (MSDs) may choose to focus on this as an area for improvement. Depending on the circumstances, your business may decide to concentrate on preventing:

- Slips and trips
- Noise-induced hearing loss
- Dermatitis or work-related skin problems

These are only suggestions; other issues may be more relevant to your organisation.

What action you will take / are taking to improve health and safety in your business / organisation.

Having identified the strategy themes or topics that your business / organisation needs to focus on, record your action plan. See attached Annex for examples of suggested formats.

Example 1

Strategy Theme/ Prioritised topic	Action (what you are going to do or are doing that's different)	What does success look like (eg reducing number of accidents)	Measuring	Timescale
<p><i>Examples</i></p> <p>1. Involving the workforce</p> <p>Worker Involvement Website</p> <p>Find Out About Subsidised Training</p>	<p><i>Clear plan to engage with the workforce on priority health and safety issues.</i></p> <p><i>Encourage and support appointment of safety reps.</i></p> <p><i>Introduce joint health and safety training for line managers and safety reps.</i></p>	<p><i>Agreed delivery plan that both workers and business sign up to.</i></p> <p><i>More resources available to help manage risks.</i></p> <p><i>Improved interaction and partnership working between line managers and safety reps</i></p>	<p><i>n/a</i></p> <p><i>Combined involvement in safety checks, survey rep/manager views</i></p>	<p><i>Review plan twice yearly.</i></p> <p><i>Start with next scheduled training. Review 2010/2011</i></p>
<p>2. Musculoskeletal disorders – particular problem with days lost through back pain and upper limb disorders</p> <p>FAQs</p>	<p><i>Raising awareness of good practice.</i></p> <p><i>Consider reviewing work practices to increase job rotation and flexible breaks.</i></p>	<p><i>Reduce numbers of days lost through MSDs by ?%</i></p>	<p><i>Monitor through normal HR routes</i></p>	<p><i>Improvements achieved by end 2012</i></p>
<p>3. Combating workplace health and safety myths.</p> <p>Common Health & Safety Myths</p> <p>Introduction to Risk Management</p>	<p><i>Consult staff when conducting risk assessments to ensure controls are practical and proportionate to risks involved.</i></p> <p><i>Check stories of excessive or odd health and safety ‘bans’ with Infoline / on the HSE website.</i></p>	<p><i>Practical control measures are devised and acted upon for each identified hazard / risk.</i></p> <p><i>Safety measures only deal with real, significant risks – not myths.</i></p>	<p><i>Safety rep / line manager views / informal discussion with staff.</i></p>	<p><i>Implement with next risk assessment. Review end 2010 or after any workplace changes.</i></p>

Example 2

Strategy Theme/ Prioritised topic	Action (what you are going to do or are doing that's different)	What does success look like (eg reducing number of accidents)	Measuring	Timescale
<p><i>Examples</i></p> <p>1. Competence – Ensuring new and inexperienced workers have support to stay safe after completing training.</p> <p>Competence: Key Principles</p>	<p>Introduce one-to-one 'buddy / mentor' system so inexperienced employees can work with more experienced staff.</p> <p>Include discussion of risks in regular 'team talks' and when starting new tasks / after workplace changes.</p>	<p>Everyone allocated a 'buddy' and staff happy to volunteer for this.</p> <p>Staff reminded of safe working practices in everyday tasks and informed of new risks associated with changes in the workplace / routine.</p>	<p>HR records and informal feedback.</p> <p>Line manager feedback. Informal feedback from staff.</p>	<p>Establish within next 12 months.</p> <p>Immediate.</p>
<p>2. Leadership – Senior management to take active role in health and safety management.</p> <p>Leading Health & Safety at Work</p> <p>Leadership Checklist</p>	<p>Appoint senior management health and safety 'champion' to report on h&s issues at management meetings.</p> <p>Introduce h&s as standing item for discussion at management meetings.</p>	<p>Named senior management health and safety champion. Improved senior management engagement with h&s issues..</p> <p>Health and safety regularly discussed at management meetings, enabling quick identification and resolution of any issues. H&S accepted as integral part of business management.</p>	<p>Feedback from senior managers. Quality of reports at meetings.</p> <p>Meeting minutes and agendas.</p>	<p>Champion to be appointed and staff informed within 1 month</p> <p>Immediate. Add to next management meeting agenda.</p>
<p>3. Slips and Trips – Particular problem with slips resulting from spills.</p> <p>Preventing Slips & Trips</p> <p>Slips & Trips E-Learning Package (STEP)</p>	<p>Introduce immediate clean up of any spills into working practices and discuss with staff.</p> <p>Encourage staff to report any near-misses or spills.</p>	<p>Reduce incidence of slips and trips by ?%</p> <p>Risks quickly identified and addressed.</p>	<p>Through normal HR routes.</p> <p>Line manager feedback.</p>	<p>Immediate.</p> <p>Review progress after 6 months.</p>

These templates are intended to help organisations plan and record how they can contribute to the delivery of the Strategy. It is not a substitute for a health and safety policy statement, risk assessment or any other regulatory requirement.