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## Progress report on worker involvement 'do your bit' initiative and future plans.

### Purpose of the paper

1. The purpose of the paper is;
  - to provide an update on the delivery and early evaluation of the worker involvement "Safe and Sound at Work - do your bit" initiative; and,
  - seek the Board's approval for the proposed approach to continue delivery.

### Background

2. Response to the delivery of this initiative, a key element of HSE's early delivery of the worker involvement strategic goal, has been very positive. HSE wish to sustain the delivery of this training in order to meet demand.
3. Following Board approval in April 2009 (Board Paper 09/43), HSE's Worker Involvement and Inclusion team have successfully developed and delivered this initiative through a third party training organisation. The initiative has received broad support from:
  - those in the training industry;
  - sector skills councils (Proskills and ConstructionSkills);
  - trade unions (UCATT and Unite) who were instrumental in the delivery of early pilots;
  - trade associations, employer bodies and charities who assisted in the promotion along with other government departments (BIS and Acas).
4. The initiative is made up of the following products;
  - A. "Safe and sound at work - do your bit" brand, logo and materials. Following the brand development there was little opportunity to promote it during the purdah period and subsequent communications spending freeze. Despite this, early evaluation has indicated that the brand has engaged with the audience.
  - B. Introduction to worker involvement training course aimed at non-unionised representatives in SMEs. The current delivery of this course is accredited by IOSH. A key element of the training is the development of "soft skills". Since March 2010 this training has been delivered to approximately 2300 representatives from more than 500 organisations in target sectors (construction, manufacturing, transport, motor vehicle repair). It is anticipated that

the target of training 2400 new representatives will be met by March 2011.

- C. Joint training course for safety representatives and their line managers. The aim of this course is to allow line managers and safety representatives to explore improved ways of co-operating in risk management. The target of delivering this training in 80 organisations was reached with very little marketing.
5. HSE holds the intellectual property rights (IPR) for both the training courses. The brand is owned by HSE and has been registered as an official trademark.
  6. Preliminary results from early evaluation and unsolicited testimonials from participating organisations are extremely positive. The longer term impact will not be known until the results of an initial evaluation are available in November. However, a summary of the evaluation so far can be found in **Annex A**.
  7. The aims of these ongoing arrangements for the “do your bit” initiative are to:
    - provide an effective method for sustaining delivery of the training;
    - allow HSE to recover costs associated with continued delivery; and,
    - maintain the quality of the products.

## **Argument**

8. The contract with the current training provider is due to end March 2011. A number of options for ongoing delivery have been considered. These options range from doing nothing to HSE retaining the delivery. In addition a number of factors have been taken into account when assessing the feasibility of the various options. Considerations included the demand and market size for each product, marketing restrictions under the current communications freeze, quality control and brand protection, the route through which HSE retain control of the delivery and ongoing costs. All these issues are currently thought to be resolvable.
9. The proposed approach for each of the products is as follows:
  - Product A “the brand” – It is recommended that the brand will be retained by HSE and potential extension to cover leadership for health and safety is being considered. Further plans for this will be presented in an April 2011 board paper.
  - Product B “new rep training” – The current communications freeze restricts HSE’s ability to promote this training. In addition it is thought that other organisations are better placed to market and deliver the training into sectors not previously included in the initiative. The current accredited qualification arrangements are thought to provide an effective method of quality control. It is therefore proposed to continue to deliver this product under licence arrangements associated with the “do your bit” brand.
  - Product C “joint line manager and safety rep training” – Demand for this training has been high and it has attracted interest across a

wide range of organisations (size, sector, unionisation, private and public). HSE has effective methods of promoting this training through corporate channels (e.g. e-bulletin). A skilled facilitator is key to the delivery of this flexible non-scripted training with the consequence that the brand could easily be damaged if delivery was poor. A robust quality assurance system will be required. Again it is proposed that delivery of this product should continue under licence arrangements associated with the "do your bit" brand.

10. It is anticipated that multiple licences will be issued to training providers with conditions specified regarding quality assurance and the use of the brand. Licence arrangements will be balanced against any potential influence they may have on the commercial interests of training providers. HSE's market research, undertaken at the start of this initiative, concluded that the products being offered were unique especially in the aspects of developing "soft skills". Whilst there is an indication that this initiative has stimulated the marketplace to include "soft skills" in health and safety training it is thought that the "do your bit" products still offer unique training products.
11. The Leadership and Worker Involvement Team are currently working closely with legal advisors and HSE's Finance Unit to ensure the developing arrangements do not impact on training providers' commercial interests and appropriate plans to recover ongoing costs associated with further delivery are in place.
12. Independent evaluation of the initiative has been designed to assess its long term impact. The initial results from the evaluation will not be available until quarter 3 2011/12 and options for extending this evaluation period are currently being considered. The initial evaluation has also been designed to maximise our understanding of the factors which impact on the effectiveness of consultation. A Board update will follow completion of this evaluation combined with a review of the impact after the first complete year of delivery.
13. It is considered that these products may help HSE/LA inspectors' approach to enforcement and help address poor worker involvement.

### **Action**

14. The Board is asked to:
  - note the success to date and the take up of the initiative including the early results from the formal evaluation; and,
  - endorse the proposed approach for continued delivery of this key strategy initiative.

### **Paper clearance**

15. Cleared by the HSE Senior Management Team on 2<sup>nd</sup> February 2011.

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## Annex A- Current evaluation headlines

Evaluation of the training is designed to assess the longer term impact. Early findings are positive and highlights include:

### Pilot evaluation

- Both courses provide good training and fulfil the aims they set out to achieve.
- 94% of respondents from the new reps course agreeing with the perceived benefits of the course. These benefits included better understanding, influencing and communication skills.
- Delegates on the joint line manager and rep training reported increasing confidence to tackle issues, greater cooperation and increased awareness of h&s and the introducing new practices.

### Product A – Communications/brand evaluation suggested

- The brand and key messages convey the worker involvement concept.
- Case studies were received positively and people found the website useful.
- The six-step action plan is useful by SME's but too simplistic for larger orgs.
- 75% of visitors identified practical steps to help improve consultation.



### Product B - New safety representative's course found

- 2,400 delegates registered and delivered to 2,300 delegates to date.
- 73% developed a realistic action plan and only 2% did not understand their role after receiving the training.
- 88% stated the course helped with new ideas.
- 81% reported increased confidence in influencing others.
- Reported improvements from delegates are improved health and safety procedures, increased awareness, better communication, increased confidence and an increase in the profile of h&s.

### Product C - Joint line manager and safety representative training

HSE allocated resources allow 80 organisations to receive the training. Almost immediately and with very little marketing, over 130 organisations expressed an interest. To accommodate these companies, specific single day workshops are being offered alongside the 80 who are offered a full package. Early provider level evaluation of delivery indicates that the vast majority of delegates (representatives and their managers) from participating organisations either strongly agree or agree the interventions have helped to identify or implement health and safety improvements, established a more collaborative approach and developed a realistic plan of action to help sustain improvement post intervention.