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## **HEALTH AND SAFETY COMMISSION**

### **CONSTRUCTION INDUSTRY ADVISORY COMMITTEE (CONIAC)**

#### **CONIAC Strategy & Workplan for 2004 - 2008**

#### **Issue**

1. CONIAC requires a workplan for the period 2004 - 2008. This paper suggests the content of that workplan and means for carrying it forward in close association with HSC's priority programme for the construction industry.

#### **Background**

2. CONIAC's role is set out in its terms of reference. These include:
  - Agreeing and carrying forward a workplan that will assist the industry deliver its 'Revitalising Health and Safety' targets set at the 2001 Summit; and
  - Work to complement the HSC/E's Construction Priority Programme and, when appropriate, through free-standing 'Task & Finish' IAC Working Parties to carry forward specific workstreams;
3. The role of individual CONIAC members is to:
  - To speak authoritatively for their sector and to exercise influence and leadership therein;
  - Play an active part in developing CONIAC's strategy so that it will assist the industry in achieving the challenging RHS targets it has set;
  - Act as a champion in bringing about change and in supporting the delivering of the strategy in their sector of the industry.
4. As a matter of record, chairs & members of CONIAC's previous WPs can be found at Annex 5. Before reconstitution, two WPs (OHWP & TEWP) prepared

outline workplans if they were to be reconstituted. These can be found at Annexes 6 & 7.

5. At meeting M3/2003, members agreed an initial outline workplan to help inform the business case that had to be developed and approved by HSC/E as a part of the reconstitution process. That draft has been further developed in the inter regnum between the past and the reconstituted IAC so as to take account of developments, in particular the HSC's new strategy, in support of the reconstitution process. The draft can be found at Annex 1.
6. The construction industry has been selected as a priority by HSC and is the subject of one HSC's priority programmes. There are considerable benefits in closely aligning the CONIAC work plan with that of the ConPP, not least in securing CONIAC's full engagement with HSC/E's strategies. The management structure of the ConPP is set out at Annex 2. Chief Inspector of Construction is the ConPP Manager and is supported by a Programme Board and number of other post holders, in particular portfolio managers. They are charged with providing a focus on some key issues in the Programme's work in supporting the industry achieve the RHS targets it set. A range of projects is under development at the moment for implementation in 2004/2005 and, in some cases, over the longer term. These are shown under the four Portfolios. Each project has a project manager. There is further non-portfolio work in hand, most notably the supportive functions shown on the left hand of Annex 2.
7. Annex 3 provides further information about the projects under development and Annex 4 indicates how those projects align with CONIAC's draft workplan.
8. As part of the strategy in the guidance, *GAP 2 - A Guide to managing HSC Advisory Committees* provided by the Commission for its IACs, the Commission expects its committees to have effective linkages with the HSC's Priority Programmes. Using these linkages, HSC expects its advisory committees to contribute to the achievement of HSC strategic outcomes.
9. This theme of working together is further developed in HSC's *A Strategy for Workplace Health and Safety in Great Britain to 2010 and Beyond* where the Commission states that it wishes to develop closer partnerships with others

such that HSE can work with these partners to bring about change in the broader health & safety agenda.

10. Against this background members are invited to consider the options on how to carry forward the work of the IAC over the next 5 years.

### **Models for CONIAC to deliver its workstreams**

11. Four models are put forward for discussion.

#### **Model 1**

12. CONIAC aligns with CPP projects such that it can act, as required, to:

- Join when requested ConPP Project Teams as an 'industry partner';
- Champion key messages and promote best practice with the industry.

13. CPP project managers have indicated that they would welcome increased industry engagement through CONIAC in championing and developing project workstreams.

14. The advantages of this model are:

- Less duplication of effort between ConPP and CONIAC approaches;
- Less divergence of these approaches;
- Better transfer of views between industry and HSE;
- Task and deliver objectives, evaluation, monitoring and reporting already in place;
- Better buy-in and delivery of best practice.

15. The disadvantages are:

- Less control of workstreams;
- More difficult to speak on behalf of all industry sectors;
- Need to duplicate reporting mechanisms in order to keep CONIAC informed.

16. There may from time to time be other issues which do not fall into the current CPP projects that CONIAC may agree to address on a 'task & finish' basis.

## **Model 2**

17. CONIAC aligns Working Parties (WPs) to the 4 CPP Portfolios of:

- CDM Dutyholders;
- Health;
- Safety; and,
- Strategic Stakeholders;

In order to take a strategic view of issues, however, such WPs would also have to conform to 'task & finish' objectives with milestones, delivery and evaluation mechanisms and cannot be open-ended.

18. The advantages of this model are:

- Can take a strategic view;
- More able to see 'strengths and weaknesses' and thus more able to adapt approach;
- More control.

19. The disadvantages are:

- Duplication of effort;
- Difficulties in interaction with ConPP projects to inform and advise;
- Need identify 'task and finish' objectives;
- Means to deliver, monitor, evaluate & report are required.

## **Model 3**

20. CONIAC appoints its own WPs in keeping with HSC/E strategies to work on 'task and delivery' objectives with terms of reference, milestones, delivery and evaluation mechanisms.

21. The advantages of this model are:

- Better CONIAC control of workstreams;
- Possibly better buy-in;
- Easier to speak on behalf of all industry sectors.

22. The disadvantages are:

- Duplication of effort;
- Serious risk of divergence;
- Greater risk of poor communication;
- Need identify 'task and finish' objectives;
- Means to deliver, monitor, evaluate & report are required.

#### **Model 4**

23. CONIAC adopts a combination or parts of Models 1-3.

24. The advantages of this model depend on the combination chosen and are reflected in the advantages of the other 3 models.

25. The same can be said for the disadvantages.

#### **Action**

26. Members are invited to:

- Agree the outline strategy and Workplan 2004 -2008 (Annex 1);
- Agree the way in which CONIAC's work will be carried forward choosing between Models 1 to 4;
- Agree that CONIAC Secretariat should further develop proposals with a view to agreement of a final work plan and mechanism for carrying it forward being presented to members at meeting M2/2004.

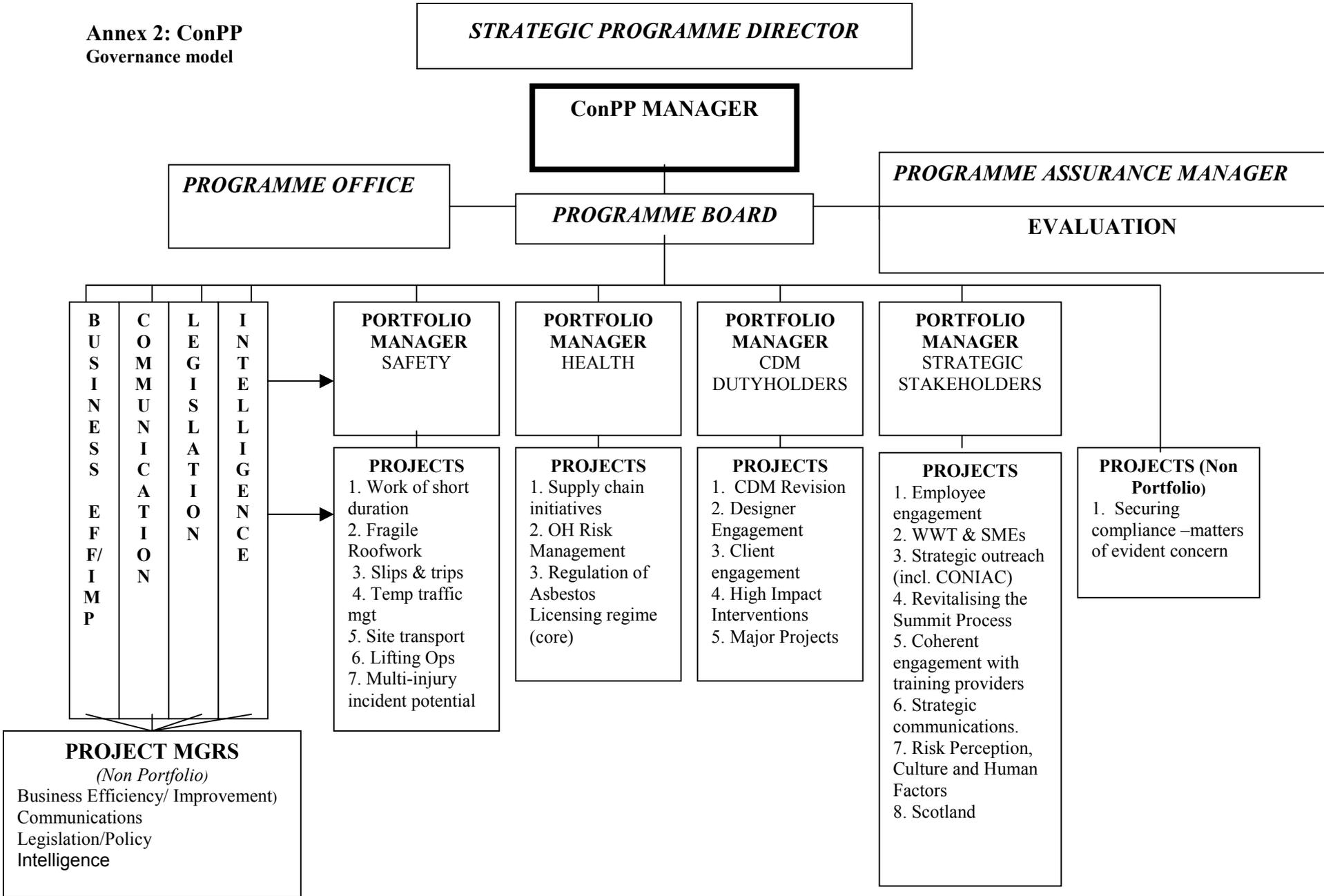
## **Annex 1:**

### **CONIAC strategy and work planning 2004- 2008**

1. CONIAC's strategy will focus on delivering the HSC's new strategy, *A Strategy for Workplace Health and Safety in GB to 2010 and Beyond*, within the construction industry, in particular:
  - By developing closer partnerships;
  - By promoting more effective health and safety management and a sensible health and safety culture; and,
  - In communicating the vision of an industry whose workplace health and safety standards lead the world.
  
2. CONIAC will:
  - Focus attention on where the industry performs poorly so as to get best results;
  - Promote greater involvement of workers – recognising that the people best placed to make workplaces safe and healthy are staff and managers;
  - Contribute to making information and advice clearer and simpler;
  - Champion involving all stakeholders and forging closer working relationships where everyone has a voice and can contribute.
  
3. CONIAC will work to help the industry deliver the challenging RHS targets it set at the 2001 Construction Summit and help to secure close links between the industry and HSE, particularly with regard to:
  - The commitments made at the '2001 Summit' and revitalising those commitments;
  - Bringing about positive cultural change in the industry such that people have safe places to work and decent working conditions;
  - The HSC/E's Construction Priority Programme;
  - A focus on occupational ill-health, high risk trades, vulnerable groups, SMEs and micros;

- Securing client buy-in;
- Getting it 'right by design';
- Engaging other influential bodies in the construction industry eg insurance and SMEs;
- Developing and communicating targeted messages about best practice;
- Encouraging procurement practices (including in the public sector) that are exemplary;
- Encouraging the integration of health and safety into business management practices so as to bring about positive cultural change;
- Seeking to secure an involved and consulted workforce that contributes to making health and safety a 'cornerstone of a civilised society';
- Seeking to secure health and safety competence through education and training;
- Having in place legislation that is fit for purpose, especially with regard to SMEs and micros;
- Having in place the intelligence needed to bring about the changes sought.

**Annex 2: ConPP**  
Governance model



## **Annex 3: Brief Construction Priority Programme project descriptions (subject to change during the current development phase)**

### **CDM Dutyholders**

1. **CDM revision** To revise CDM and CHSW Regulations, CDM AcoP/guidance so as to stimulate improved risk management.
2. **Designer engagement** To stimulate designers to do more, and to encourage institutions and professional groupings to develop further the designer agenda.
3. **Client engagement** To engage with clients as key stakeholders in influencing safer, healthier construction with particular emphasis on the need for clients to lead in promoting better occupational health management.
4. **High impact interventions** To bring about a more co-ordinated approach to interventions with larger duty holders and national intermediaries.
5. **Major projects** To secure better occupational health management at large construction projects, including early engagement with dutyholders to ensure the setting and monitoring of objectives.

### **Health**

1. **Supply chain initiatives** To harness contributions from all parts of the supply chain towards reduced days lost from ill health due to specific processes emphasising the need for good OH practice including active case management and rehabilitation.
2. **OH risk management** To establish an industry benchmark for OH risk management and to persuade industry to adopt the benchmark when establishing occupational health management policies.

### **Safety**

1. **Work of short duration** To target ladders as the largest single cause of construction accidents by reducing and improving their use. Trade associations will be encouraged to produce guidance.
2. **Fragile roofwork** To secure the adoption of safer systems of work when repairing fragile roofs.
3. **Slips & trips** To work with others to stimulate interest in slips and trips and identify possible solutions.
4. **Temporary traffic management** To stimulate and support the industry through collaborative working with stakeholders and supporting them in producing guidance.

5. **Site transport** To stimulate & support the industry identify issues needing action and in developing risk control solutions.
6. **Lifting operations** To improve the planning of lifting operations by raising awareness of key issues and providing information to SMEs on planning lifts.
7. **Multi-injury accident potential** To raise awareness of the potential for multiple injuries/deaths, involving workers and the public (making links with Major Hazard industries where appropriate) and to make a difference in areas of greatest potential need.

### **Strategic Stakeholders**

1. **Employee engagement** To secure greater worker engagement in managing risks so that this is the industry norm.
2. **WWT Campaign & SMEs** To secure cultural change in attitudes to health and safety by focusing on fewer messages sustained over longer periods, by targeting micro SMEs and workers and by engaging with new partners in communicating key messages.
3. **Strategic outreach** To secure industry and intermediary buy-in and action towards achieving the challenging industry-set targets from the 2001 Construction Summit.
4. **Revitalising the Summit 2001 process** To deliver a follow-on event to those in 2001 so as to secure further commitment and closer partnerships towards improving in health & safety management and culture; and to develop industry action plans.
5. **Coherent engagement with training providers** To engage with construction training providers through CITB with particular emphasis on CSCS, CPCS and the CITB's HS&E committee to map training needs, to promote high standards of education and CPD.
6. **Risk perception, culture & human factors** To communicate these issues to the industry and to ensure that the health and safety benefits are better understood by management, stakeholders and workforce.

**Annex 4: Alignment of CPP Project Plans with issues raised in draft workplan and with CONIAC's WPs 1999-2003**

<b>Portfolio</b>	<b>CPP Project Plans</b>	<b>Issues raised in Draft Work Plan (Annex 1)</b>	<b>CONIAC Working Parties 1999-2003</b>
<b>CDM Dutyholders</b>	<ul style="list-style-type: none"> <li>• CDM Revision</li> <li>• Client Engagement</li> <li>• Designer Engagement</li> <li>• High Impact Interventions</li> <li>• Major Projects</li> </ul>	<ul style="list-style-type: none"> <li>• Legislation</li> <li>• People issues</li> </ul>	<ul style="list-style-type: none"> <li>• Construction Regulations Review Working Party (CRRWP)</li> <li>• Training &amp; Education Working Party (TEWP)</li> </ul>
<b>Health</b>	<ul style="list-style-type: none"> <li>• Supply Chain Initiatives</li> <li>• OH Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>• Occupational health</li> <li>• People issues</li> </ul>	<ul style="list-style-type: none"> <li>• Occupational Health Working Party (OHWP)</li> <li>• Constructing Better Health Action Forum</li> </ul>
<b>Safety</b>	<ul style="list-style-type: none"> <li>• Work of Short Duration</li> <li>• Fragile Roofwork</li> <li>• Skips &amp; Trips</li> <li>• Temporary Traffic Management</li> <li>• Site Transport</li> <li>• Lifting Operations</li> <li>• Securing Compliance</li> </ul>	Safety	<ul style="list-style-type: none"> <li>• TEWP</li> <li>• Research &amp; Intelligence Working Party (RIWP)</li> </ul>
<b>Strategic Stakeholder Engagement</b>	<ul style="list-style-type: none"> <li>• Revitalising the Summit Process</li> <li>• Strategic Outreach</li> <li>• Employee Engagement</li> <li>• Risk Perception, Culture &amp; Human Factors</li> <li>• WWT &amp; SMEs</li> <li>• Coherent Engagement with Training Providers</li> </ul>	<ul style="list-style-type: none"> <li>• Revitalising commitments</li> <li>• RHS targets</li> <li>• People issues</li> <li>• Small firms</li> <li>• Education, training &amp; competence</li> </ul>	<ul style="list-style-type: none"> <li>• Small Firms Advisory Group</li> <li>• TEWP</li> <li>• Worker Consultation Working Party</li> <li>• Working Well Together Steering Group</li> </ul>
<b>Non-Portfolio</b>	<ul style="list-style-type: none"> <li>• Securing compliance - matters of evident concern</li> <li>• Communications</li> <li>• Legislation/Policy</li> <li>• Intelligence/Research</li> </ul>	<ul style="list-style-type: none"> <li>• Legislation</li> <li>• Communication</li> <li>• People issues</li> <li>• Intelligence</li> </ul>	<ul style="list-style-type: none"> <li>• CRRWP</li> <li>• RIWP</li> </ul>

## Annex 5: Chairs and membership of CONIAC's previous WPs

<b>Constructing Better Health Action Forum</b>	
Chris McEwen	NFB
<b>Construction Regulations Review Working Group</b>	
Steve Wright	HSE
<b>Occupational Health Working Party</b>	
Richard Boland	HSE
<b>Research &amp; Intelligence Working Party</b>	
Trevor Allan	HSE
<b>Small Firms Advisory Group</b>	
Robin Powell	Chamber of Commerce
<b>Steering Group</b>	
Mike Cosman	HSE
<b>Training &amp; Education Working Party</b>	
Bob Blackman	TGWU
<b>Worker Consultation Working Party</b>	
Martin Thurgood	HSE
<b>Working Well Together Steering Group</b>	
Martin Thurgood (chair)	HSE

## Annex 6: Occupational Health Working Party

### **New Ways of Working**

OHWP has reviewed the role and purpose of the working group in the light of the guidance issued by the Health and Safety Commission. The existing terms of reference for the working party are:

*'This working party provides a forum in which health risks common to the construction industry can be identified and ways found for removing and minimising them. It seeks to increase the awareness of Occupational Health issues in the industry and of the steps that can be taken to reduce ill health through design and management.'*

In discussion, members came up with the following points which we would like to see reflected in our on role and purpose:

- The OHWP should focus on a few priorities, taking an active role in seeing these through to conclusion;
- Should influence what is going on both inside HSE and in the construction industry at large;
- Should help our industry to get to grips with occupational health
- Identify deliverables
- Act as a stimulus to industry
- Set agendas for the industry
- Identify and remove hurdles for the industry
- Act as a link between policy and inspection practice

### **Our Revised Role and Purpose:**

Following these discussions, the OHWP agreed to recommend to CONIAC that our role and purpose should be revised as follows:

*The OHWP provides a forum in which health risks common to the construction industry can be identified and ways found for removing and minimizing them. The OHWP manages identified projects to increase the awareness of occupational health issues and sets an agenda for change in the industry.*

### **Our Key Priorities:**

We will also need to identify the key deliverables which should form the core of our work over the next two- three years. We suggest the following:

- (i) To act as champion for the occupational health pilot, identifying and removing hurdles to its success;
- (ii) To promote the MCG charter on occupational health and encourage large and small companies to adopt its key principles
- (iii) To assist in the development of a new guidance booklet which will highlight best practice in managing occupational health in the Construction Industry;
- (iv) To oversee and promote the development of new and existing information sheets including:
  - Review heavy blocks CIS
  - Produce a CIS on kerbstones
  - Revise CIS on transient welfare

## **Annex 7: Training & Education Working Party**

TEWP has reviewed the role and purpose of the working group in the light of the guidance issued by the Health and Safety Commission and drafted the following workplan:

1. TEWP is already seeking to ensure that health and safety is included within all core training particularly with respect to the formal education of professionals. It is also pursuing the incorporation of health and safety in continuing professional development (CPD) programmes and NVQs.
2. The draft plan seeks to build on existing TEWP achievements, and take advantage of wider longer term developments affecting the construction industry and the more general proposals in Action Point 34:

### 2003/04

(a) Initiate a project to engage construction professionals in the development of a strategy for influencing the inclusion of health and safety risk teaching in higher education courses that lead to entry to the construction professions;

(b) Initiate a project to engage academics in the development of a strategy for influencing the inclusion of risk teaching in higher education courses that lead to entry to the construction professions;

(c) extend the mapping process of higher (HE) and further education (FE) influences (see paper TE/03/03) to determine the most influential bodies to stimulate the incorporation of health and safety into undergraduate construction-related courses and uptake of teaching aids;

### 2004/05

(d) Initiate a project that will lead to the construction industry opinion formers agreeing to include at least 10% health and safety content in CPD training by 31<sup>st</sup> March 2005;

(e) Initiate a project to secure the involvement of the most influential bodies identified in (c) above to incorporate health and safety into undergraduate construction-related courses

(f) Initiate a project that will lead to all university courses having an industry "champion (ambassador)" to assist with the incorporation of health and safety risk teaching into undergraduate construction-related courses by 31<sup>st</sup> March 2005;

### 2005/06

(g) Initiate a project that will lead to continuous monitoring of the uptake of teaching aids and institution requirements for health and safety risk teaching in both FE and HE sectors;

(h) Initiate a project to monitor the adoption and competence standards of CSCS and affiliated organisations from 30<sup>th</sup> September 2005.