

Health and Safety Executive		Sector Information Minute	
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Target Audience:
FOD Inspectors and HSAOs

PSP / STRESS WORKSHOPS

This SIM provides additional guidance on the Public Services Regional Workshops project referred to in the Public Services Programme Business Group Delivery Plan, see PSP 2006/07. It provides additional detail on the project and the activities to be undertaken by FOD in support of the project.

INTRODUCTION

1 The Regional Workshops project is jointly run by the PSP and the Stress Priority Programmes. The workshops are aimed at target organisations within the following sectors:

- Education (LEAs, HE, FE, Independent)
- Local Authorities,
- Central Government,
- Health Services; and
- Financial Services (Local Authority Enforced)

2 The workshops will address the need to tackle sickness absence in the public sector with particular focus on work related stress. The workshops will take place between June and November 06.

PROJECT OVERVIEW

3 The project consists of 4 stages, each of which may involve FOD activity:

- Stage 1 - Engagement
- Stage 2 - Workshop delivery
- Stage 3 - Follow on support
- Stage 4 - Follow up contact

4 Appendix 1 provides an indicative breakdown of the FOD resource available for the project.

Stage 1 - Engagement

5 The overall objective of the Engagement Activity is to gain high-level commitment within Target organisations to:

- Tackle sickness absence;
- Implement the Management Standards for stress (or an equivalent approach); and

- Send appropriate people to the workshops to help deliver on this commitment.

6 This will be achieved by various means including:

- High level, central initiatives working closely with sponsoring Government Departments and the Ministerial Task Force (FOD activity not required)
- Forging partnerships with key sector stakeholders such as LA Employers Organisation to promote a greater influence within the Sector (FOD activity not required);
- Enlisting the support of “champion” organisations within the target sectors to speak out on the benefits of tackling sickness absence (FOD activity is required [see BGD P P S P S 4] to help identify and enlist the help of appropriate organisations);
- Indirect contact including attendance at seminars, conferences and the use of media (FOD activity not required).
- Direct contact with target organisations (FOD activity required).

7 FOD activity will be required to:

- Generate commitment from specified target organisations to address sickness absence including work related stress, resulting in attendance at the workshops.
- Raise the profile of the workshops during adventitious or planned contact with organisations within the target sectors.
- Handle basic queries about the workshops (any queries that cannot be handled should be forwarded initially to Graham Watson vpn 519 6235).

8 The attendance of all target organisations at the workshops is important to the success of the project. However, there are a number of key target organisations whose attendance is particularly critical e.g. large and/or poor performing organisations. FOD Divisions will be provided with a list of target organisations for each sector at the end of March on which the key organisations will be highlighted. FOD will be asked to help secure attendance at the workshops, of the key Local Authority and Health Service organisations utilising their local knowledge to identify the best approach for these organisations. This could involve a combination of:

- Direct contact either by telephone or visit;
- Indirect contact by letter;
- Involvement of Bands 0 - 3, OHI and HSAO (involvement of SIP1 Stress Partners may be particularly useful).

N.B. FOD activity is not required for engaging key target organisations in the Central Government or Education Sectors. Local Authorities will be engaging with the Finance Services Sector.

9 A delegate manager has been contracted to send out the invitations and to handle the replies. The outcome of the engagement activity is for the organisations involved to respond positively to the delegate manager so that the workshops are fully populated by the right people. Target organisations will be asked to send 2 delegates who are:

- A person in a position to make significant decisions regarding commitment of organisation and resources e.g. senior HR manager or Assistant HR Director
- The day-to-day practitioner nominated by the organisation to directly oversee the implementation of the stress Management Standards, or an equivalent approach.

- Where the persons above are the same then the organisation may wish to send a staff representative to help foster a partnership approach.

(Except for Independent Schools where based on stakeholder advice, only one delegate per organisation is to be invited.)

10 FOD engagement activity will need to be completed by:

- End of July - Local Authority Sector
- End of September - Health Services Sector

11 Appendix 2 contains a briefing note that has been developed to assist with the above, including details of the invitation process. Further guidance will be provided with the list of target organisations, which will be e-mailed to a named central co-ordinator in each Division. The guidance will include details of:

- Details of planned engagement undertaken by Sector Engagement Teams (e.g. high level engagement);
- Dates of when invitations will be sent out and when updates will be provided to replies received.

Stage 2 - Workshop delivery

12 For a brief on the workshops see Appendix 2.

13 FOD input into the workshops will be:

- HSAO's - to help set room up and register delegates, etc. A more detailed brief will be supplied once named HSAOs have been identified and matched with specific workshops.
- Stress Partner from SIP1- to contribute to discussions as appropriate, on the basis of their experience and knowledge gained as a Stress Partner.
- B3 Operational Inspector - voluntary attendance for training/development purposes (1 place per workshop).

14 For a schedule of when the workshops are to be held see Appendix 3.

Stage 3 - Follow up support

15 Delegates attending the workshops will be offered follow on support to help them address work related stress. This will be provided by the Better Health at Work Division and HSL and will include:

- A telephone help line;
- Further events to support training and information about specific aspects of the approach.

16 Local support from FOD and other parts of HSE may also be available, where appropriate and where resources allow, advising on managing sickness absence and other Revitalising issues. This could involve:

- B3/OHI advice to participating organisations requesting assistance with implementing the Management Standards or an equivalent approach (delegates at the workshops will however be directed to the above sources of support).
- B3 advice to participating organisations on other revitalising topics (e.g. directing enquirers to suitable guidance/websites, slips and trips workshops),
- OHI advice on managing sickness absence and return to work.

17 In all cases, support should only be provided where appropriate to facilitate the work of the organisation in question. It should not be seen as a free consultancy service for health and safety management in the public sector.

18 The resources available for follow up activities are as detailed in Appendix 1.

Stage 4 - Follow up contact

19 There will be FOD follow up to the workshops in all Sectors (except for Local Education Authorities, Independent Schools and Central Government). This will be to maintain contact with a number of target organisations and to assess progress. Divisions should plan for approximately 20% of the Band 3 and HSAO resource to be used for this work. FOD divisions will be provided with a list of target organisations that attended the workshops and a protocol describing options for follow up action in Q3 and Q4 will be produced later in the year. Further follow up work will also take place in 07/08, including inspecting selected poor performing organisations that failed to attend the workshops.

LINKS TO OTHER PSP PROJECTS

20 See SIMs:

- 07/2006/02 PSP/Stress Programme 2006/07 (Healthcare)
- 07/2006/07 LA Strategic Intervention 06/07
- 07/2006/09 - PSP 2006/07 - Managing Sickness Absence in the Health and Social Care Services

APPENDIX 1 - FOD RESOURCE AVAILABLE FOR PSP / STRESS WORKSHOPS PROJECT

Table 1 - FOD resource (staff years) available 06/07 for project¹

FOD DIVISION	B3	OHI	HSAO
YNE	0.78	0.13	0.26
NW	0.78	0.13	0.26
MID	1.05	0.17	0.35
ESE	1.3	0.22	0.43
LON	0.78	0.13	0.26
W&W	0.78	0.13	0.26
SCOT	0.53	0.09	0.18
TOTAL	6	1	2

¹Indicative allocation only, exact allocation will not be known until locations of target organisations and workshops are finalised.

The presence of a Stress Partner and 2 HSAOs is needed at the workshops (para 15 refers). The table below details the FOD resource available for engagement activity after deducting the resources needed for the workshops.

Table 2 - FOD resources (staff years) available for pre and post workshop activity 06/07¹

FOD DIVISION	REMAINING FOD RESOURCES ²		FOD RESOURCES PRE-WORKSHOP ³		FOD RESOURCES POST WORKSHOP ³	
	B3	HSAO	B3	HSAO	B3	HSAO
YNE	0.65	0.13	0.52	0.1	0.13	0.03
NW	0.65	0.13	0.52	0.1	0.13	0.03
MID	0.88	0.18	0.7	0.15	0.18	0.03
ESE	1.08	0.21	0.87	0.17	0.21	0.03
LON	0.65	0.13	0.52	0.1	0.13	0.03
W&W	0.65	0.13	0.52	0.1	0.13	0.03
SCOT	0.44	0.09	0.35	0.08	0.09	0.02
TOTAL	5	1	4	0.8	1	0.2

¹Indicative allocation only, exact allocation will not be known until location of target organisations and workshops are finalised.

²Excludes OHI resource - FOD Divisions to identify how to use allocated OHI resource.

³Divisions to plan for approximately 80% of Band 3 and HSAO resource to be used for pre-workshop activity and the remaining 20% for post workshop activity. Exact split of resources to be determined by FOD Divisions according to the strategy devised for these activities.

APPENDIX 2 - PSP / STRESS WORKSHOP PROJECT BRIEFING NOTE

The purpose of this document is to highlight the key issues that may be helpful to raise when engaging with external organisations.

THE NEED TO TACKLE SICKNESS ABSENCE

- Overall absence rates in the public sector are significantly higher than those in the rest of the economy.
- Sickness absence costs the public sector up to £4 billion each year.
- Ministers, including the Chancellor, are taking a close interest given the impact on efficiency and productivity and have established a Task Force to help the public sector tackle the issues. Their agenda includes the need to promote healthy workforces and healthy workplaces and includes an emphasis on prevention - including the key causes of sickness absence in the public sector.
- Effective management of sickness absence will enhance an organisation's productivity and capacity to deliver. HSE is working with organisations to take practical steps that will help to meet targets and reduce sickness absence.
- Stress, musculoskeletal disorders and slips and trips are the three most common causes of work related absence in the public sector. If organisations deal effectively with these issues they will achieve efficiency savings.

THE CASE FOR TACKLING WORK RELATED STRESS

- Work related stress is a serious problem for organisations:
 - Accounting for 43% of all new cases of work related ill health in 2004/05; and
 - Costs British employers an estimated £410 - £ 530 million pounds a year (based on 2001/02) data.
- Tackling the causes of stress can result in benefits for organisations.
- Employers have a legal duty to ensure their employees are not harmed by work related stress. This includes a duty to assess the risks arising from hazards at work, including stress. It is not a voluntary option.
- Well-managed organisations already manage stress and have low levels of sickness absence, and they deliver.
- HSE's Management Standards are a tool available for employers to use to tackle work related stress in their workplace.
- Case studies demonstrate that work related stress can be successfully tackled and deliver significant cost savings in the process. See annex 1.

WHAT ARE THE MANAGEMENT STANDARDS

The Management Standards establish a level of performance organisations need to achieve to control the risk of stress from 6 major risk factors:

- Demands
- Support
- Relationships
- Role
- Control

- Change

Each risk factor can result in work related stress if not properly managed.

The Management Standards approach:

- Enables organisations to compare how they are currently performing against the standards;
- Emphasises worker involvement in developing solutions;
- Promotes continuous improvement through further comparison with the standards to identify progress being made; and
- Uses information such as sickness absence rates to inform the process.

THE CASE FOR USING THE MANAGEMENT STANDARDS

- Organisations are frequently under pressure to drive up standards and to bring about change. The Management Standards approach can help organisations with this. It is not a further imposition or distraction but a key element for well-managed organisations.
- The Management Standards approach has been shown to bring about both organisational and individual (health) benefits beyond improvements in sickness absence. It has been proven to work.
- Successful implementation of the Management Standards (or an equivalent approach) can demonstrate compliance with the legal obligations regarding work related stress.

NECESSARY CONDITIONS FOR THE SUCCESSFUL IMPLEMENTATION OF THE MANAGEMENT STANDARD APPROACH

- Board level commitment to achieving the Standards, including a Board member champion.
- Commitment of managers and employees.
- Partnership approach between employers/employees.
- Sufficient resources to:
 - Implement the approach including a nominated person/s to take the approach forward on a day- to-day basis (the actual level of resources will vary depending on size and geographic spread of organisation and stage of process)
 - Address key issues/concerns identified.

CORE MESSAGES FOR PSP/BHAW WORKSHOPS

WORKSHOP TITLE: TO BE CONFIRMED WHEN MARKET RESEARCH COMPLETE

WHAT: 67 free workshops, which will be:

- Sector specific (including 13 for the Finance Services Sector run by the Stress Programme working in partnership with LAs)
- Held regionally;
- Day long (10 am - 4pm);
- Address managing sickness absence; and
- Focus on managing the risk of work related stress through the use of HSE's Management Standards (or an equivalent approach).

OBJECTIVES

- Highlight the political pressures for improving sickness absence in the public sector and the business case for doing so.
- Provide an overview of how this can be achieved including how HSE can help, with reference to existing tools and guidance and case study material.
- Assist organisations that are already taking action to address work related stress to:
 - Verify the adequacy of the measures taken; and
 - Identify any changes or further action needed.
- Assist delegates from participating organisations not already taking action to address work related stress, to produce an action plan for implementing the Management Standards (or an equivalent approach) within their organisation.
- Provide delegates with the necessary skills and knowledge needed to implement the action plan.

DESIRED OUTCOME

Participating organisations successfully take action to improve the management of sickness absence principally through the effective implementation of the stress Management Standards (or an equivalent approach) thereby securing a reduction in the number of people reporting incidents of ill health.

TONE OF WORKSHOPS:

- Participative
- Informal
- Practical
- Action orientated

TARGET ORGANISATIONS

The employers within each sector employing 80% of the workforce of that sector (i.e. the large employers) excluding the organisations participating in SIP1 and organisations already known to be taking effective action to address work related stress. The numbers of large employers required to fill the workshops as required by the workshop Business Case are:

- 360 NHS Trusts - Health Sector
- 140 FE colleges, 80 Universities, 200 LEAs and 120 Independent Schools -

Education Sector

- 169 Local Authorities - Local Government Sector
- 60 Depts - Central Government
- 260 banks/insurers - Finance Sector

TARGET AUDIENCE

2 delegates from each organisation are to be invited to the workshops:

- A person in a position to make significant decisions regarding commitment of organisation and resources e.g. senior HR manager or Assistant HR Director.

- The day-to-day practitioner nominated by the organisation to directly oversee the implementation of the stress Management Standards, or an equivalent approach.
- Where the persons above are the same then the organisation may wish to send a staff representative to help foster a partnership approach.

Except for Independent Schools where based on stakeholder advice, only one delegate per organisation is to be invited.

POTENTIAL BENEFITS TO PARTICIPATING ORGANISATIONS

- Gain an oversight of how sickness absence can be improved and the tools and resources available to assist with this.
- Help to prepare an action plan addressing work related stress, thereby helping ensure the targeted and effective use of resources.
- Understanding the suitability of any measures already taken to address work related stress and improvements needed.
- Gaining sufficient knowledge and confidence to successfully tackle work related stress.
- Access to follow on support (see below).
- Opportunity to network with other organisations within the same sector and to learn from their shared experience.
- Ability to realise productivity and efficiency improvements associated with reduced sickness absence and improved delivery.

FOLLOW ON SUPPORT

- HSE will provide participating organisations with access to continued support and help to enable them to implement the Management Standards effectively. Such as a telephone help line and further events to support training and information about specific aspects of the approach.

FOLLOW ON ACTIVITY

There will be HSE follow up to the workshops in all Sectors in 06/07 (except for Local Education Authorities, Independent Schools and Central Government). This will be to maintain contact with a number of target organisations and to assess progress. Further follow up work will also take place in 07/08, including inspecting selected poor-performing organisations that failed to attend the workshops.

ENFORCEMENT

A programme of enforcement activity will be considered for organisations that fail to take action where problems exist.

INVITATION PROCESS

- A delegate manager has been contracted to send out all the invitations and to handle the replies. All replies to invitations must be returned to the delegate manager. Organisations, which are not amongst the Target organisations, cannot be guaranteed a place at the workshops. Expressions of interest that are received should be forwarded by e-mail detailing:
 - Name of organisation;

- Their address;
- Contact name including job function;
- Telephone number;
- E-mail address.

Expressions of interest should be sent to the appropriate e-mail address detailed below:

SECTOR	E-MAIL ADDRESS
Education	education.stress@hse.gsi.gov.uk
Central Government	centralgov.stress@hse.gsi.gov.uk
Local Authority	localgov.stress@hse.gsi.gov.uk
Health Services Sector	health.stress@hse.gsi.gov.uk

FURTHER GUIDANCE

Further guidance on work related stress is available at:

- <http://www.hse.gov.uk/stress/index.htm>
- HSE free leaflet Misc 714 Making the stress Management Standards Work

Further guidance on managing sickness absence is available at:

- <http://www.hse.gov.uk/sicknessabsence/index.htm>
- HSE priced publication HSG 249 Managing sickness absence ISBN 0717628825 £9.95

ANNEX 1 - SOMERSET COUNTY COUNCIL CASE STUDY

The Council had a recognised problem with absence levels, and some of this was linked with work related stress. The Council addressed this problem by setting up a Quality of Working Life initiative. This included getting key staff on board, conducting a thorough stress audit, using the results to implement interventions, and monitoring their cost and effectiveness. The council spent a total of £390K on stress management interventions. The resulting reduction in sickness absence levels represented a total saving of approximately £1.9 million gross, and £1.57 million net over two years. The case study provides the first real world example that implementing a stress management initiative more than pays for itself, and it is very good for the business as a whole

APPENDIX 3 - HEALTHY WORKPLACE SOLUTIONS REGIONAL WORKSHOPS

WORKSHOP TIMETABLE

1 Timing and locations of the regional workshops are given in the table below.

FOD INVOLVEMENT

2 FOD Divisions have been requested to undertake pre-workshop engagement activity in the Health and Local Authority (LA) Sectors. Each Division has nominated a local project co-ordinator to manage this work. Divisional co-ordinators receive regular updates from the Stress / PSP team and should be your first point of contact for further information.

HIGH LEVEL ENGAGEMENT ACTIVITIES

3 Separate from and preceding the regional workshops, the following high-level events have been planned for engagement with Senior Managers / Chief Executive Officers in the Health and LA Sectors. It is hoped that Lord Hunt or another Minister will be available to address some of these events. Relevant HSE Regional Directors will be invited to attend.

13 September	Health	London
26 October	LA	London
1 November	LA	York

Division	Sector	Location	Date
Scotland Co-ordinator June Cairns	Financial Services	Stirling	19 Sept
	Local Authorities	Stirling	20 Sept
	Local Education Authority	Stirling	21 Sept
	Further Education	Stirling	10 Oct
	Higher Education	Stirling	11 Oct
	Health	Stirling	16 Nov
Yorks & N East Co-ordinator Morag Irwin	Central Government	Leeds	20 June
	Local Education Authority	York	19 Sept
	Financial Services	Leeds	20 Sept
	Further Education	York	14 Nov
	Health	Newcastle	15 Nov
	Health	Sheffield	28 Nov
	Health	Leeds	29 Nov
	Local Authorities	Leeds	30 Jan
	Local Authorities	Newcastle	31 Jan
North West Co-ordinator Graham Piggott	Local Education Authority	Manchester	28 Sept
	Indep. Education	Manchester	18 Oct
	Higher Education	Manchester	7 Nov
	Further Education	Manchester	8 Nov
	Health	Manchester	9 Nov
	Health	Liverpool	5 Dec
	Local Authorities	Manchester	23 Jan
Midlands Co-ordinator Denise Callaghan	Local Education Authority	Nottingham	26 Sept
	Financial Services	Birmingham	27 Sept
	Higher Education	Birmingham	17 Oct
	Health	Nottingham	21 Nov
	Further Education	Birmingham	21 Nov
	Health	Birmingham	22 Nov
	Health	Birmingham	23 Nov
	Local Authorities	Birmingham	24Jan
Wales & S West Co-ordinators Dan Hutley (S West) Phil Charrett (Wales)	Local Education Authority	Bristol	19 Sept
	Local Education Authority	Llandrindod Wells	3 Oct
	Local Authorities	Llandrindod Wells	4 Oct
	Further Education	Bristol	17 Oct
	Further & Higher Education	Llandrindod Wells	19 Oct
	Health	Llandrindod Wells	5 Dec
	Health	Bristol	7 Dec
	Local Authorities	Western-Super-Mare	25 Jan

Division	Sector	Location	Date
East & S East Co-ordinator Peter Lunn	Health	Cambridge	22 Nov
	Health	Southampton	7 Dec
London Co-ordinator Steve Kirton	Central Government	SW1	15 June
	Central Government	SW1	27 June
	Local Education Authority	SW1	21 Sept
	Financial Services	Docklands	26 Sept
	Financial Services	Docklands	27 Sept
	Financial Services	Docklands	28 Sept
	Local Education Authority	SW1	3 Oct
	Financial Services	Docklands	4 Oct
	Financial Services	Docklands	5 Oct
	Indep. Education	SW1	10 Oct
	Financial Services	Docklands	10 Oct
	Higher Education	SW1	11 Oct
	Financial Services	Docklands	11 Oct
	Financial Services	Docklands	12 Oct
	Further Education	W1A	7 Nov
	Indep. Education	W1A	8 Nov
	Financial Services	Docklands	9 Nov
	Health	SW1	14 Nov
	Health	SW1	15 Nov
	Health	SW1	16 Nov
	Health	W1A	28 Nov
	Health	W1A	29 Nov
Local Authorities	Westminster	23 Jan	
Local Authorities	Westminster	30 Jan	