

HEALTH AND SAFETY COMMISSION and LOCAL GOVERNMENT PANEL

MEETING 7 NOVEMBER 2006

STRATEGIC FORWARD LOOK

A paper by HSE/LACORS

Issue

1. This agenda item provides an opportunity for a strategic dialogue between HSC and the Local Government Panel on local, central and devolved government issues that impact on health and safety regulatory functions, and vice versa. It should enable both sides to set out and discuss what they see as the key drivers for health and safety in the next three years and beyond.

Background and discussion points

2. Attached as background and to aid discussions are:

- Annex 1: Driving PSA target delivery in 2007/08 – the Fit for work, fit for life, fit for tomorrow (Fit3) strategic programme portfolio. A paper by HSE.
- Annex 2: Fine tuning HSE's delivery of HSC's strategy – details of a new project reporting to the HSE Board and a LACORS representative. The project will recommend what more might be done to e.g. improve targeting of interventions; introduce more local discretion and accountability for delivery of strategic objectives, etc.
- Annex 3 Future developments within local government. A paper by LACORS (to follow).

3. LACORS have suggested that the questions below might provide useful prompts for debate:

- Do HSC and local government have similar objectives?
- How can HSC and local government work better together to achieve safer, healthier communities?
- Does HSC see a localisation agenda as a threat or a positive way for achieving its objectives?
- What do HSC and local government want out of partnership working?
- How can HSC and local government work together to influence the central / local debate?

LAU/LACORS
October 2006

Driving PSA target delivery in 2007/08 – the Fit for work, fit for life, fit for tomorrow (Fit3) strategic programme portfolio

A Paper by Simon Longbottom
Cleared by Jonathan Rees



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1. Advising the Local Government Panel (LGP) of the development of the Fit3 programme and the planned activity in the third year of the programme.



ommendation

2. That LGP members continue to support the current arrangements for active engagement between HSE and local authorities, most of who are now working in partnership to deliver Fit3.
3. That LPG members note the shape of the portfolio appended at annex A.



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Programme Structure

4. The Fit3 strategic programme comprises several component programmes designed to deliver the three components of HSC's PSA targets for 2005/06-2007/08:
 - 3% reduction in the incidence of injury
 - 6% reduction in the incidence of ill health
 - 9% reduction in the incidence of days lost.
5. There are topic-based programmes on slips and trips, falls from height, workplace transport, noise and vibration, disease reduction, musculoskeletal disorders and stress, and two sector-based programmes on construction and public services.

Programme content and intervention selection

6. Each Fit3 component programme contains a mix of interventions reflecting *Sensible Health and Safety*, the Commission's published intervention strategy. The choice has been informed by the maturity of the hazard and/or sector, and through close cooperation with operational delivery partners in FOD and LAs. For example, falling from height is a well-known risk for which there are widely established control measures and a clear set of legal requirements. Our interventions in this area are intended to embed these standards by means of clear guidance and enforcement activity where there is a significant risk gap. In contrast, adopting the stress management standards and sickness absence management arrangements are comparatively new issues for which solutions and good practice are less well understood. Our current interventions in this area therefore provide a higher degree of support and advice for organisations. We are looking to local government – together with other parts of the public sector – to positively engage in stress management workshops and work with employees to use the standards to improve performance and reduce days lost. Some LAs have already demonstrated a high level of commitment and contributed to developing good practice case studies.

Progress in 2006/07

7. LA Colleagues signalled an impressive commitment to Fit3 priorities at the start of 2006/07 amounting to an estimated 400 staff years. There are two main publicity backed campaigns, which LAs are supporting though coordinated work with FOD - Height Aware and Backs! 2006.
8. LA colleagues are also making significant contributions to a number of other initiatives including a national delivery chain initiative in partnership with FOD (Moving Goods Safely 2); follow-up visits, including enforcement, to last year's Watch Your Step campaign on slips and trips; targeted inspection dealing with skin disease and asthma; and intervening at high level to implement the stress management standards in the financial services sector.
9. LAs are represented on all main project/programme boards helping to make early decisions on direction and implementation. This helps to ensure key issues for local authorities are fed in at the earliest stage.

Measuring progress and evaluating impact

10. To supplement the annual health and safety statistics, we are running employer and employee surveys to measure changes in intermediate outcomes of risk awareness and control. The surveys cover the health and safety performance of all businesses including those enforced by LAs, and HSE's analysts have advised that it will be possible to provide a breakdown by LA enforced sector and to a limited extent, by region.
11. Relating outcomes to delivery activity remains a challenge not least because the current activity reporting mechanisms of LAE1 and other returns are partial. We hope LGP members will continue to encourage qualitative feedback on achievements as this is crucial to the evaluation of the impact of LA contributions and also deserves recognition.

Argument*The Fit3 portfolio for 2007/08*

12. Programme teams have engaged with LA colleagues via LACoRS and FOD partnership teams to build a challenging and varied delivery portfolio for 2007/08, highlights of which are attached at annex A. LA practitioners appointed via LACoRS are members of the Fit3 programme and other boards, and have been involved in various planning meetings and workshops. The regional FOD partnership managers and their seconded LA colleagues have engaged locally inform planning and make sure other local priorities can be accommodated.
13. The resulting portfolio for 2007/08 builds on what we have learnt about sustaining messages; getting the right mix of interventions; and adopting an audience focus and making better use of market segmentation. It carries forward work commenced in earlier years, so there are not major changes for LA colleagues to accommodate, and utilises the full range of skills of LA regulatory staff.
14. We now have a higher proportion of interventions that are not premise based but instead aim to influence businesses that we have not historically engaged in a

concerted and coordinated way (across HSE and LAs), such as facilities managers, contract maintenance and cleaning firms and logistics service providers. While providing a challenge to local planning and intelligence demands, it promises greater impact from more effective targeting of those in the best position to influence standards.

15. To assist with local planning, programme contributions have been presented on an audience or business focused basis in a framework delivery plan. This plan is entirely flexible and allows LAs to build in work on other local priorities such as 'Smoke Free' legislation where intervening on Fit3 priorities with businesses with public access. Similarly, disease reduction programme contributions involve work with businesses handling food where hygiene legislation will be enforced.
16. More widely, HSC priorities within the Fit3 programme closely align with the Central and Local Partnership Framework and include:
- *Improving the quality of life etc.* Safeguarding the earning capacity of providers to families - many people have been disadvantaged because they damaged their backs or had an allergic reaction to chemicals in their first choice of career;
 - *Promoting healthier communities.* The evidence base demonstrates an impact on well being made by for example MSD and stress. Stakeholder engagement work such as joint initiatives with Primary Health Care Trusts as part of the Backs! 2006;
 - *Creating safer and stronger communities.* Where rogue employers are dealt with people can take work confident they will not have to compromise their health or safety;
 - *Promoting the economic vitality of communities.* For SMEs costs of employee absence, insured and uninsured business losses from injury or ill health can send a balance sheet permanently into the red.
17. There have been good examples of work with the devolved administrations. For example, HSE seconded a staff member to the Health Promotion Division of the Welsh Assembly to assist in the development of Welsh Backs, launched by Geoffrey Podger on 23rd October, to address the economic and social effects of back pain on the Welsh population. In Scotland, in response to a suggestion from an elected member, a DVD is being produced jointly by HSE and LACoRS which will demonstrate how health and safety regulation can contribute to the key priorities of all local authorities. The DVD will be available to all elected members from January 2007.

Next Steps

18. We hope that LAs will be able to take forward planning for next year between now and January at local level using the framework delivery plan developed in discussion with partnership teams and FOD.



19. LGP members are asked to note the development of the Fit3 programme and the planned activity for 2007/8.



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Fit3 Operational Delivery in 2007/08

In summary we are planning:

- A third major media campaign on Musculoskeletal Disorders (MSDs) in early 2008 supported by stakeholder engagement and events and inspection and enforcement by FOD and LAs, reinforcing the better backs messages and use of the upper limb disorder assessment tool.
- Continuation of the GB-wide Moving Goods Safely initiative, building on this year's work and the original London pilot. This will involve approaches to logistics company head offices and then follow up with their supply/delivery chain in partnership with LAs. It will be supported by communications focused on workplace transport and timed to coincide with the launch of the Workplace Transport Routemap in autumn 2007.
- Targeted sector-based initiatives designed to deal with particularly high incidence of injury and/or ill health, some of which are in specific types of service contracting businesses enforced by FOD and LAs. These include:
 - i) continuing operational work from this year's Height Aware campaign with building and plant maintenance and facilities management companies on falls from height, duty to manage asbestos, workplace transport and slips and trips;
 - ii) national roll out of this year's FOD/LA Midlands project with contract cleaning companies focusing on prevention of slips and trips, manual handling and skin disease;
 - iii) continuation of work with the expanding waste and recycling sector on slips and trips, manual handling, workplace transport, falls and safe machinery interventions.
- Healthy Workplace Solutions – rolling out and embedding the stress management standards in the finance services sector (LAs) and across the public sector (FOD) by means of follow up (and enforcement where necessary) to prioritised organisations, and provision of support through case study development and regionally based good practice workshops.
- The launch and embedding of the revised construction Design and Management Regulations to achieve a step change in the construction industry's performance. Construction Division staff will also give significant support for the 2007/08 MSD campaign. LAs will have some enforcement allocation under the new regulations.
- Proactive inspection and enforcement throughout the year targeted by sector and size on the basis of their generic injury and ill health incidence rates, and supplemented by local knowledge. This operational work is designed to embed the standards that have been developed, and to start to realise the benefits of improved compliance and risk control. We expect there to be a clear focus on enforcement to support delivery of Fit3 in its third year. Inspection topic packs are being updated and will be made available to LAs through the Extranet.

FINE TUNING HSE's DELIVERY OF THE COMMISSION's STRATEGY

1. The Terms of Reference for the project are as follows:

Scope

2. To consider what improvements could be made to delivery of the Commission's strategy, particularly through the two key strategic delivery programmes on Fit3 and on Major Hazards, by building on successes, experience at all levels and learning to date.

3. The project, in particular, will recommend what more might be done to:

- a. Improve the targeting of interventions, in the light of experience;
- b. Introduce more discretion and accountability at local HSE manager level on how best to contribute to and deliver strategic outcomes;
- c. Reduce the administrative procedures associated with strategic programme development, delivery and evaluation to the level now required;
- d. Enable other non-programme high priority work to be performed and recognised; and
- e. Improve evaluation of HSE interventions.

Delivery and timetable

4. Delivery will be by:

- a. A small team led by Peter Buckley (Head of Strategy) reporting directly to a project Board consisting of the HSE Board and a representative of LACORS;
- b. Consulting with key internal stakeholders, including HSE's Trade Unions;
- c. Production of a short report for consideration by the project Board in February 2007.

Assumptions

5. The project will not examine the overall balance of work in support of the strategy, structural change in wider organisational terms or the strategy itself.