

Stop. Make a Change.

*Promoting health
& wellbeing in
infrastructure*

Event Briefing

#StopMakeAChange

www.stopmakeachange.co.uk

Stop. Make a Change.

Overview

In April 2017 companies and organisations from across the UK infrastructure sector will take part in a joint national initiative targeting improvements in health, safety and wellbeing for the sector.

Stop. Make a Change. will see sites, offices and manufacturing facilities stop work from 10am until noon on 18 April, to allow staff and suppliers working there to take time to discuss some of the challenges we face as a sector and how they can be overcome.

In 2017 it has been decided to focus on four key issues – respiratory illness, plant safety, fatigue and mental health, with organisations making commitments to make beneficial changes in relation to each issue. By stopping all other work, *Stop. Make a Change.* offers the chance for everyone involved to focus on these commitments, and how they can be effectively rolled out over the coming year. The commitments can be discussed to highlight any concerns or challenges, and opens the door to suggestions as to how further improvements might be made in the future.

Who is this document for?

This document has been prepared as a briefing document for companies that are considering, or have agreed to, take part in *Stop. Make A Change.* It will have particular relevance to those within each company that have been asked to manage and oversee events on 18 April. It has been developed based on best practice from industry as to what works when running similar 'stand-down'/'stand-up' events.

However, while this document has been prepared to support companies to deliver their activities on 18 April, we believe that its contents should be helpful to any company that is planning a similar stand-down/stand-up event.

1. Identifying your commitments

The *Stop. Make a Change.* model requires organisations taking part to first identify commitments that they wish to make in relation to four issues: respiratory illness, plant safety, fatigue and mental health.

The model has been developed with flexibility to allow each organisation to decide on commitments that are aligned with the nature of their business, their individual priorities and risks, and their current level of maturity in relation to each of the topic areas.

To allow time to prepare for *Stop. Make a Change.*, it is suggested that each organisation should decide on its commitments by mid-February 2017. The process for deciding on commitments will vary but it is recommended that the commitments are:

- Realistic and deliverable
- Sufficiently challenging to improve performance
- Measurable
- Signed off by an appropriate leader within the organisation.

It is strongly recommended that, where appropriate, organisations consider commitments that align with existing initiatives in the industry. Links to existing relevant initiatives can be found in the references section of this briefing.

In most cases, we would hope that organisation would make a commitment in each of the four categories. However, it is recognised that this may not be relevant for every organisation. In these situations it is anticipated that organisations will make commitments in relation to the issues that are applicable to their business.

2. Preparation for *Stop. Make a Change.*

Best practice from previous events indicates that effective preparation is the key to delivering a successful *Stop. Make a Change.* event. This section provides details of the issues that you should be thinking about once you have identified your commitments, in the run up to 18 April.

a) Timing

Stop. Make a Change. is due to formally take place between 10.00am and noon on the morning of 18 April 2017. This date has been chosen to align with the end of the Easter holidays, ensuring that the event acts as a reminder to workers after any break from work.

It is a priority for any *Stop. Make a Change.* organiser to ensure that this date and time does not conflict with any other activities that may be taking place at this time. It should also not take place during a break time but be scheduled in place of planned work activities. This helps reinforce the value of the event but be aware of workers, particularly subcontractors who are paid to deliver against a program for the day. Under these circumstances, it is important to discuss arrangements in advance with their employers.

While it is hoped that most organisations will run *Stop. Make a Change.* during this slot, we recognise that many businesses will not be able to, either due to immovable work activities, the fact that they operate outside these hours for engineering reasons, due to emergency/reactive work that arises at short notice, or because of the logistical difficulties of carrying out briefings across the business at the same time. As such, there is flexibility for any organisation to arrange for *Stop. Make a Change* events to run at a different time, preferably during that week. Each organisation will have the ability to make the final decision on when to undertake its *Stop. Make a Change.* events.

Where senior executives are due to be involved in *Stop. Make a Change.*, an early booking should be made in their diary to ensure that they are available on the day.

b) Co-ordinator

Delivery of *Stop. Make a Change.* within an organisation will require support from a wide range of individuals, both from an administrative point of view, and those who will present to workers and suppliers on the day.

However, to ensure consistency of approach there should be a single identified individual who will co-ordinate the management of *Stop. Make a Change.* This person should have access to senior decision makers, an understanding of the issues covered by *Stop. Make a Change* and the resources required to carry out or direct the event. Appointment of a co-ordinator should be another early priority, either during or immediately after commitments have been identified.

In large organisations, the co-ordinator may need to head up a team of sub-coordinators, each of which will need to be identified with appropriate briefings on what will be required from them.

c) Venue

Depending on the size of your organisation, you will need to identify one or more venues to carry out the event. In choosing your venue(s) you should consider:

- What type of venue will be appropriate for different audiences?
- How many people will be taking part – no of tables, chairs?
- How accessible is each venue for those involved?
- What are the fire safety limits? Has a risk assessment been carried out?
- Does the venue have appropriate audio-visual facilities and staging (if required)?
- Is food & drink being provided – if so, are appropriate facilities available?

The event is best held in an office or welfare environment which is clean, tidy and well ventilated. Distractions such as noise or vibration should also be minimised as they will interfere with the interaction and devalue the messages delivered. Consider providing free refreshments. This will encourage participation as well as encourage a sense of importance or wellbeing amongst the audience.

d) Presenters

Each *Stop. Make a Change.* event will require individuals who can lead sessions, taking staff and suppliers through the commitments and facilitating discussion.

The briefing will be led by presenters that are credible and appropriate for the audience in question. This may be the most senior person in the office/on site for the group discussions, a safety coach, union rep or other person able to influence or with the respect of, or affinity with audience. Where the presenter is not a senior leader, there should be someone with authority in the meeting to demonstrate leadership commitment.

The event should be booked into the diaries of each presenter, and they should be provided with a briefing document and speakers notes for the event, to ensure that there is consistency within the business in terms of what is being presented.

Bring everyone together in manageable sized groups then read out the material on the stand-up briefing sheet.

Read out the text in black, alternate colours can be used for questions to ask the participants. Text in italics is for the session leader's information only.

The principle aim of the stand-up is to encourage discussion and conversation with and between the audience.

Important Note - Mental Health

It is expected that companies taking part in *Stop. Make a Change.* may wish to include a presentation and/or discussion of mental health as part of the *Stop. Make a Change.* event.

While this is encouraged, it is also strongly recommended that any such discussions take place in an appropriate environment, and that those who are leading these sessions have the correct training and knowledge to manage these discussions. The nature of the topic means that it is essential that those in the audience who raise specific concerns have access to appropriate support where required.

e) Audience

It is intended that all appropriate staff and suppliers will be involved in *Stop. Make a Change.* Where events are taking place in large organisations, the audience should be split into appropriately sized and distributed groups to ensure that productive conversations can take place.

Staff and suppliers should be notified in advance of the meeting, and provided with a short overview of *Stop. Make a Change.*, as well as an agenda for the meeting.

f) Pre-event publicity

As noted above, it is important that all involved in *Stop. Make a Change.* are provided with details ahead of the event to avoid any diary clashes.

Organisations may consider whether further communications activity may be warranted including:

- Company emails
- Notices on noticeboard
- Added to company intranet
- Mentions daily briefings, weekly meetings, etc.

You may also consider whether you want to carry out any external communications with customers, media and other stakeholders. The *Stop. Make a Change.* team has contacts with several trade and health & safety publications that have expressed an interest in taking part in events on the day. If you are interested in inviting a publication to take part in one of your events, please contact enquiries@ceca.co.uk for further details.

You may also wish to consider how you describe the event to staff and suppliers. The term stand-down is often used when bring everyone together after a tragic occurrence or series of unfortunate incidents. A more positive description is STAND-UP which should be employed when every comes together for more proactive reasons i.e. before and accident / incident or even in celebration.

g) Presentation materials

Experience from other similar events suggests that it is important to produce appropriate materials that will be provided to carry out briefings on the day. This will include details on how the organisation will act upon the four commitments in sufficient detail to be easily expressed and understood. This will be individual to each organisation and cannot be prepared in advance by CECA.

Materials may include:

- PowerPoint presentation (on screen or hand-out)
- Video (in-house, or external e.g. HSE, BOHS)
- Hand-out cards (again, either in-house or externally sourced)
- Takeaways used on the day. This could include items useful to the workforce such as water bottles or branded clothing using the *Stop. Make a Change.* logo but this is not mandatory.

Where appropriate, physical 'props' such as plant, equipment or items of PPE should be considered for use as part of the sessions

Where these materials need to be produced, this should be planned so that they are available in time for use. It is also important that sufficient copies are available for everyone. Any material prepared should be appropriate for the audience that will be receiving it – while a PowerPoint presentation may work for one group, it may discourage others who might prefer a less formal briefing.

Additional resources such as websites and telephone helplines can also be made use of and should be publicised to the audience after the event.

A sample presentation and script will be available from the *Stop. Make a Change.* website (www.stopmakeachange.co.uk) however you may wish to develop your own presentation to ensure that it is in alignment with your own organisation's needs and commitments.

h) Engagement with the *Stop. Make a Change.* support team

There is a team that has been established to support organisations that take part in *Stop. Make a Change.*

You may already have contacted the support team. If this is not the case, please contact enquiries@ceca.co.uk and a member of the team will be in touch.

As part of its work, the support team will also ask you for some details of your commitments, and about the nature of the events that you are running. Please can you help them by providing this data.

3. During the event

Timings should be decided by each participating organisation, but it is recommended that event should last 2 hours and include four elements. These are: an introduction that explains why the event is taking place; an overview and discussion of the commitments themselves; an opportunity for attendees to provide feedback on any challenges; and a section looking at what further ideas or improvements could be made.

An important consideration while running a Stop. Make a Change event is that it is meant to provide both the opportunity to explain the commitments to staff and suppliers, but also to give the chance for them to feed back on the proposals. As such, it is vital that the events are a genuinely two-way dialogue.

Ideas for how this two-way discussion can be facilitated include:

- Real-life stories that cover the four key topics, with request for attendees to discuss their own experiences of the issues, near-misses, etc.
- Open review of current practice, with chance to discuss how things can be improved
- Toolbox talks
- Discussion of recent relevant incident, either within or outside the business
- Hands-on activities with relevant equipment, plant, etc.
- Competitions to encourage raising of concerns or ideas for better performance.

To maintain energy and interest, each section should be kept reasonably brief. Presenters may also pre-arrange for questions from the audience, to ensure that conversation flows

A record should be kept that notes any concerns or ideas that have been raised during the meeting. This may require the identification of a note-taker for the meeting.

In some cases, there may be benefits to recording the meeting through photography, video or social media. But where doing so, ensure that all participants are comfortable with this approach.

4. After the event

Immediately after the event, a note of thanks should be sent to all of those who participated, with a refresher note of what was discussed during the meeting. Organisations may also want to cover the event as part of their internal communications (intranet, staff newsletter, etc.)

Organisations may wish to carry out subsequent follow-up engagement, both to determine what worked and did not, but also to get a sense of how well the learning from the event has been embedded. Where such post-event research is carried out, efforts should be made to make this a simple process.

It is intended that *Stop. Make a Change.* will capture some of the best practice that arise from the initiative in the second half of 2017. Further details of this will be distributed to all participants.

We would also welcome any feedback on the event to help us shape proposals for 2018. Please send any feedback to enquiries@ceca.co.uk.

Over the course of 2017, we will also be sending details of any further activities relating to the four priority areas to all participants. This will include details of any follow-on training that is available to companies.

Sources/references

Cross-sector

Health in Construction Leadership Group - www.healthinconstruction.co.uk

Constructing Better Health - www.cbhscheme.com

Respiratory Illness

Breathe Freely - www.breathefreely.org.uk

Construction Dust Partnership - www.citb.co.uk/health-safety-and-other-topics/health-safety/construction-dust-partnership

IOSH - No Time To Lose - www.notimetolose.org.uk

Mental health

Mates in Mind - www.britsafe.org/policy-and-opinion/mates-mind

Movember - uk.movember.com

Plant safety

HSE guidance - www.hse.gov.uk/construction/safetytopics/mobileplant.htm

Fatigue

HSE guidance - www.hse.gov.uk/humanfactors/topics/fatigue.htm

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Event Checklist

1. Have you identified commitments, aligned to the needs of your business, in relation to each of the four priority areas – respiratory illness, mental health, plant safety and fatigue?
2. Have you confirmed that you are able to run *Stop. Make a Change.* during the proposed time slot, and don't have any conflicts with other essential activities?
3. Have you identified a coordinator to oversee the running of *Stop. Make a Change.*?
4. Have you identified and booked sufficient appropriate venues for *Stop. Make a Change.* meetings to take place?
5. Have you identified suitable people to lead each session, and provided those people with a consistent briefing about what is required from them?
6. Have you confirmed the agenda and format form your meeting, considering how you are going to ensure a two-way discussion?
7. Have you identified who the audience for each event will be, splitting events into manageable sizes?
8. Have you sent details of the timings and agenda for the event to those who are expected to attend?
9. Have you considered the range of options for communicating about the event with staff and suppliers?
10. Have you sourced, either internally or externally – any documents and presentation materials you will require?
11. Have you identified your contact point in the national *Stop. Make a Change.* team, and sent details of your commitments and events?
12. Have you arranged for any insight from meetings to be recorded and shared?
13. Have you sent a note of thanks with a reminder of the key points after the meeting?
14. Have you carried out work to measure and shared the impact of the event?

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