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## HEALTH AND SAFETY COMMISSION

### High-level Strategic Programme Plans

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#### Issue

1. An early deliverable in the new strategy was the production of high-level strategic programme plans.

#### Timing

2. Routine.

#### Recommendation

3. The Commission note the development of the high level plans and their content.

#### Background

4. As part of the new strategy 'a strategy for workplace health and safety in Great Britain to 2010 and beyond' a number of early deliverables were agreed, one of which was high-level strategic programme plans by May 2004.
5. The Strategic Programme Directors and their teams have been developing these plans since January 2004. As part of the new way of working within a Programme and Project environment, these plans were presented to the Delivery Board on 24<sup>th</sup> May 2004. (See Appendix A for overall Programme and Project working governance model)
6. The Strategic Programmes have been developed to encompass work which will achieve the RHS targets by 2010 and any interim PSA targets.
7. The Delivery Board agreed the plans in principle although it asked that further refining of the plans be undertaken and presented to the Delivery Board at future meetings.

#### Argument

8. The main elements of the five Strategic Programmes are as follows:

**8.1. Major Hazards Strategic Programme** – overall objective is “A sustained reduction in the occurrence of precursor incidents in key major hazard industries regulated by the Health and Safety Executive over the period of the target 2004 - 2006.” It will achieve this by working with business to prevent catastrophic failures through a suite of Programmes.

8.1.1. Railways – 10% reduction of the 2001.2002 level (on a yearly basis) of risk from precursor events that can lead to a catastrophic event.

8.1.2. Nuclear - 5% reduction in Reports made to HSE by licence holders which indicate a challenge to nuclear safety.

8.1.3. COMAH, Offshore and other Major Hazard areas - 10% year on year reduction against baseline of major and significant hydrocarbon releases and 6% reduction against baseline of 7 types of relevant RIDDOR reportable dangerous occurrences, e.g. unintentional explosions, failure of pressure systems.

8.1.4. Over the next 6-12 months an additional programme will be developed to take forward a number of cross-cutting themes, such as contractorisation, management of change and human factors. This will involve the creation of a cross-HSE forum on major hazards.

**8.2. Sectors Strategic Programme** – overall objective is to secure sustainable improvement in health and safety performance by taking a holistic approach to the specific needs of identified industrial sectors. The aim of each programme is to focus HSE’s involvement where it will have greatest impact and to secure sufficient stakeholder engagement to ensure sustained improvements. Contribution to the PSA targets is:

Target area	PSA target to be achieved by 31 March 2010	SSP target to be achieved by 31 March 2010
Reduction in fatal and major injuries	10%	4%
Reduction in days lost through work-related injury and ill health	30%	9%
Reduction in new cases of work-related ill health	20%	5%

8.2.1. Agriculture – objective is to rebalance the intervention input from HSE, reducing but augmenting inspection and enforcement with other interventions intended to influence the growing number of self-employed farmers.

8.2.2. Construction – objective is to secure ownership by the industry of the health and safety challenges it faces, and a commitment to action, a cultural change through engaging with key intermediaries; a better regulatory framework and clear, easy to understand guidance.

8.2.3. Health Services - aims to make health services (both public and private sector) an exemplar in occupational health, rehabilitation and control of risks.

8.2.4. Government setting an example - aims to establish the public sector’s management of health and safety as the standard for all UK employers to match.

8.2.5. Manufacturing, utilities, services and transport – aims to build on established, well-evaluated and successful work in new areas where incidence rates and employment numbers meet certain criteria. Targeted activities will be continues until desired outcomes are delivered, when work will be considered for sunseting and new areas addressed.

**8.3. Health and Safety Hazards** – Strategic aim is to change behaviour and attitudes as well as bring in new baseline standards of practice in the workplace by focussing activity on seven topic areas. This programme makes the following contribution to the PSA targets:

<b>Target Area</b>	<b>Overall HSE Target to be achieved by 31 March 2010</b>	<b>Health &amp; Safety Hazards Strategic Programme Target to be achieved by 31 March 2010</b>
Reduction in fatal and major injuries	10%	5%
Reduction in days lost through work-related injury and ill-health	30%	18%
Reduction in new cases of work-related ill-health	20%	14%

- 8.3.1. Working at heights – by developing a greater understanding of the problems, tackling them and embedding successful approaches in to industry work practices and HSE methods, the programme aims to achieve a cultural change amongst those managing and undertaking work at height. In particular it is working towards recognition of the danger/threat of injury presented by low falls and to ensuring compliance with the Work at Height Regulations.
- 8.3.2. Stress – through developing and implementing the Management Standards, examining advisory and enforcement roles and working closely with stakeholders, the Stress programme aims to:
- 8.3.2.1. Encourage good practice in the workplace.
  - 8.3.2.2. Better equip enforcement officers to be able to handle the issue routinely.
  - 8.3.2.3. Encourage a more comprehensive approach to diagnosing and tackling work-related stress.
- 8.3.3. MSDs – the five workstreams in this programme (compliance, continuous improvement, knowledge, skills and support) aim to:
- 8.3.3.1. Secure commitment and involvement both from senior managers and workers.
  - 8.3.3.2. Develop tools, guidance and evidence based control measures
  - 8.3.3.3. Encourage training for the workforce.
  - 8.3.3.4. Research and promote proper diagnosis, treatment and rehabilitation of cases of MSD.
- 8.3.4. Slips and trips –by engaging HSE and LA colleagues, designing out hazards and underpinning its research the programme aims to develop HSE’s knowledge of the causes and prevention of slips and trips, communicate this knowledge of dutyholders and motivate employers to take positive preventative action.
- 8.3.5. Noise and hand-arm vibration – through three-pronged approach which targets manufacturers, employers and workers, the programme seeks to eliminate new incidence of occupational noise-induced hearing damage by 2030 and by 2015 to control new incidence of occupational HAV syndrome sufficiently to enable workers to remain at work without further health deterioration.

8.3.6. Workplace transport- by developing industry-focused projects, the programme will tackle three areas to improve accident and injury rates; driver; vehicle; and site.

8.3.7. Chemicals – by engaging with stakeholders to secure their energy and resource commitment, communicating the health effects of over-exposure to chemicals and educating people how to handle them more safely, the programme will improve the life expectancy of up to 600 000 people. The work strands across which this activity will take place are: occupational asthma; other respiratory disease; asbestos; other chemical carcinogens; skin disease; communication and education; developing tools.

8.4. **Better Health at Work Partnership** – this innovative strategic programme aims to heighten awareness of and open up access to occupational health and safety support for businesses and workers. It will develop and use new methods to tackle work-related ill health by working in true partnership with other organisations overall objective is to develop and use new methods to tackle work-related ill health. In addition, the Better Health at Work Partnership Programme is required to achieve the following contribution to the overall HSE targets:

Target Area	Overall HSE Target to be achieved by 31 March 2010	Better Health at Work Partnership Strategic Programme Target to be achieved by 31 March 2010
Reduction in fatal and major injuries	10%	1%
Reduction in days lost through work-related injury and ill-health	30%	3%
Reduction in new cases of work-related ill-health	20%	1%

**NB:** The Better Health at Work Partnership Programme is seen as an enabling programme and its contribution to the overall target is, therefore, nominal and only coming into effect on full implementation.

8.4.1. Occupational Health and Safety Support Model – Main objective is to develop a model for a national occupational health and safety support system through pilots which are robustly evaluated to create the evidence base.

8.4.2. Worker Involvement and Consultation – Main objective is to ensure that the workforce has access to a vibrant and effective system of safety representatives and that it is actively involved in its own health and safety.

8.4.3. Corporate responsibility and accountability - this workstream aims to influence CEOs and directors in public and private organisations so that they recognise the business benefits of health and safety.

8.5. **Local Authorities: LAs and HSE working together** – overall objective is to create the relationships, climate and support mechanisms to ensure that LAs and HSE work in partnership together to a common set of goals and standards focussed on agreed priorities. This is an enabling programme ensuring that HSE and LA resources are used more effectively for reducing accidents and ill health at work, enhancing the impact of other programmes.

The programme aims to establish partnership working with LAs by:

8.5.1. Improving communications between the Commission, HSE and LAs to ensure in particular that LAs and their representative organisations are adequately involved in the deployment of policy advice to the Commission, and

in the planning and delivery of the operational activities which carry them into effect.

8.5.2. Providing information, guidance and support to enforcing authorities equitably.

8.5.3. Examining and adapting as necessary the institutions and legal framework which currently underpins the relationship between the Commission, HSE and LAs.

8.5.4. Developing arrangements for monitoring and auditing the work of the enforcing authorities which properly reflect the status of HSE and LAs as partners.

8.5.5. Contributing effectively to current initiatives to improve the consistency of central Government requirements which impact on regulatory services, in the context of expectations, priorities, minimum standards, monitoring and intervention.

### **Consultation**

9. Strategic Programme Plans (these will be attached as appendices when the paper is placed on the internet, otherwise available on request).

10. Strategic Programme Directors.

### **Presentation**

11. This open paper will make public the progress in the development of the high level plans.

### **Costs and Benefits**

12. None arising from this paper.

### **Financial/Resource Implications for HSE**

13. Using well-managed Strategic Programmes to organise the work of HSE should lead to better and more efficient targeting and use of resources.

### **Environmental Implications**

14. None

### **Other Implications**

15. None

### **Action**

16. To note the initial development of the plans.