

Enforcement Programme

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Programme aims

- Making the best use of enforcement in delivery of our health and safety priorities
- Securing efficiencies in the way we manage our reactive enforcement caseload
- Utilising preventive formal enforcement activity to help deliver Fit3
- Being smarter in our use of communications about enforcement
- Ensuring LA perspective taken into account

Improving the efficiency and effectiveness of investigations

Seeks to move HSE/LAs to a position where they can demonstrate that investigation activities:

- are well targeted
- make the best use of time and resource
- and that enforcement decisions are consistent with HSC's Enforcement Policy Statement and Enforcement Management Model

and enable HSE to evaluate benefits from alternative business models for delivery

Improving the efficiency and effectiveness of investigations

Recommendations will enable HSE to achieve this through:

- Improved performance management
 - closer management
 - developing inspector skills
 - expanding front line capacity
- Improvements to procedures and processes
 - smarter selection of incidents
 - improved investigation planning
 - improved recording
- Introduction of Performance indicators

Improving the efficiency and effectiveness of investigations

Challenges

- Tackling complex behavioural and cultural issues
- Managing change successfully
- Assessing efficiency
- Estimating costs and benefits of potential business models

Enforcement supporting Fit3

- Encouraging that formal enforcement now clearly seen as having an important role to play in Programme delivery
- Much work gone into incorporating appropriate enforcement expectations into programme plans, with supporting guidance for HSE/LA inspectors
- Need to maintain momentum – relaunch of topic packs, extension of preventive prosecution pilots
- Challenge of effective targeting of poor performers

Communications

- Importance of ensuring consistent internal messages about role of enforcement and the Board's expectations about its use
- Correct positioning of enforcement in mix of interventions
- Working on how we can be smarter in how we communicate enforcement messages to build a ripple effect, especially in supporting Fit3 delivery
- Working to ensure that quality work of inspectors is shared across HSE and with LAs

Beyond the Programme

- Programme has finite lifespan – importance of agreeing ownership of its recommendations and orderly handover as part of Benefits Realisation
- Maintaining leadership and momentum in operational commands
- Continuing to support Fit 3 delivery
- Need to agree how to track future progress across the workstreams