

MANAGING THE ORGANISATION

HSE's Management Plan 2001-04

215. HSE's Management Plan was published in October 2001 and sets out HSE's management priorities for the next three years and the activities that the organisation will focus on to progress these priorities. The Plan was developed to support our delivery of the Strategic Plan, and to help ensure that HSE is fit enough and smart enough to deliver its key priorities. It covers HSE's long-term management strategy, including its approach to Modernising Government.

216. It is a wide-ranging and detailed plan under four key priorities. To:

- lead and look after staff valuing their contribution and their diversity and the benefits this brings to the way we engage with stakeholders;
- get the right people in the right place at the right time, building and making best use of their skills to deliver key objectives;
- manage our information resources and the knowledge, expertise and experience of our staff, and apply it to our priorities efficiently and effectively;
- secure better business planning through integrating the management of our resources, systems and procedures to deliver high-quality business objectives in an efficient and responsive way and giving value for money.

Progress

217. Solid achievement or progress has been made with the majority of activities (some 80 in all), many of which are included fully in the topics dealt with below.

218. Examples of activities include:

- HSE's agreed Diversity Action Plan for 2003/04 placed a number of actions upon our senior managers. Activities such as acting as formal/informal mentors, volunteering for our new shadowing pilot, promoting buddying arrangements and delivering the challenge function at our 'Visions and Values' events have all raised the profile of senior managers;
- extensive use of on-line recruitment, CV-based application processes and other efficiencies have enabled us to cut recruitment timescales. Typical times for Discipline Specialist from advert to take up duty have been reduced from six to nine to three to six months;
- HSE maintains its commitment to Interchange. The UK figures for 2003/4 are 71 staff working out of HSE on loan or secondment and 36 staff have come into HSE on loan or secondment. In addition we have 12 HSE staff working overseas on secondment and one EU national working in HSE on secondment. This activity continues to contribute to HSE's high profile in the European and International Arena;
- the Electronic Document and Records Management project moved into its development phase with a project team recruited. The project team has completed a proof-of-concept with National Archives compliant software. Business pilots will begin in May 2004;
- the ARK system was linked to the Whitehall Knowledge Network in 2003.

219. Full details of progress on all activities can be found at <http://www.hse.gov.uk/aboutus/reports/0304/managementplan.pdf>

The Change Programme

220. The programme set ambitious targets for change in HSE. The Programme was based around key change outcomes which were successfully achieved during the development phase up to summer 2003. The outcomes are now embedded in HSE mainstream work. Key outcomes achieved were:

- setting up of the Strategy and Information Division* (SID) to develop integrated tailored strategies and clear priorities and providing intelligence on the health and safety environment. SID facilitated the production of the new Strategy for Workplace Health and Safety in Great Britain to 2010 and beyond;
- the Developing and Embedding Programme and Project Working programme (DEPP) to ensure best practice of project and programme management;
- corporate Science and Analytical Services Directorate* established to provide a key nucleus of S&T expertise with remaining operational S&T expertise deployed back to the front line;
- operational Policy Division* established to turn health and safety strategy and policy into action;
- a corporate services review project provided a more efficient and effective design for corporate services - during the year Policy Group and Resources and Planning Directorate centralised their domestic support activities to create efficiency gains. Operations Group (the largest Group in HSE) plan to do the same during 2004/5;
- policy Directorates have been brigaded into a single Policy Group* thereby integrating health issues and safety issues; and
- all HSE staff attend 'Ways of Working' events in their teams to consider practical ways of contributing to HSC's new strategy and improve performance.

** These new organisational units were created from existing resources.*

Business improvement

221. Having achieved cash releasing and/or productivity savings of 3% of administrative costs for each of the last three years, HSE set a target of 5% for 2003/4. Against this new ambitious target incremental improvements continued to play an important part. The outturn results show that HSE achieved savings valued at £12.7m for the year, achieved through a combination of cash savings and quantifiable added benefits - equivalent to 6.0% of total administrative costs (excluding HSL) of £209m.

222. Major contributors to the performance were: reduced travel by implementing tele-conferencing more widely, better purchasing deals; aggregating corporate support units that provide non-specialist support line-managers so the same work is done by fewer staff; taking conscious decisions to stop doing some work that appeared to add little or no value - eg transfer of some data into our operational IT systems that was not planned to be used specifically.

223. Significant development work - which will provide benefits in future years - was also undertaken to improve the productivity of our Operations Group by harmonising and optimising processes across industry sectors (where this is feasible) and devising new ways of engaging with dutyholders - including roles for a wider range of HSE staff to complement the work of inspectors. Pilot studies were launched in Bristol and Worcester to experiment with more flexible working arrangements which offer the potential for substantial savings on estates costs for our field offices. Resources released from estates spending will be re-directed to spending more directly on the nation's health and safety priorities.

224. The Business Improvement and Efficiency Board (BIEB) was established in the second half of 2003/4 to provide the strategic framework and prioritisation that will play an increasingly important part in our Business Improvement effort and our results. Key priorities for 2004/5 will be to drive more fundamental improvements across HSE that enable us to deliver more effectively on our Strategy and PSA commitments and meet the challenges of the 2004 Spending Review.

Resources

225. Full details of HSC/E accounts for 2003/04 can be found in Part 2.

Corporate Support Services

226. The Resources and Planning Directorate (RPD) of HSE completed its Corporate Support Review (CSR) in February 2004. The review looked at the support activities of human resources, managing payroll and cadre, information technology/services, accommodation, training administration and managing business improvements/risks.

227. The CSR identified a number of savings and changes in procedures that are currently being put in place. However, although the review has now been formally concluded, other review work will continue as HSE seeks to reduce its expenditure overall and also reduce the proportion its applied to back office functions and divert them to frontline services. The continuing work will look to further streamline and make more effective HSE's back office functions. This will complement review work already completed in other parts of HSE and the Government's public sector Efficiency Review.

Staffing

228. Figures are full time equivalents except agency figures which are a 'head count', ie include staff working part-time.

HSE planned staff in post by Division/Directorate

Division Directorate (includes agency staff, see table 'Total HSC/E staff in post by occupational group')	01.04.02 staff in post	01.04.03 staff in post	01.04.04 staff in post
Solicitor's Office	50	34	33
Resources and Planning Directorate	515	496	446
¹ Communications Directorate			24
Policy			
Health Directorate	258	167	-
Safety Policy Directorate	125	114	-
Strategy and Analytical Directorate	137	122	-
Rail Directorate	48	40	-
² Policy Group	-		324
Operations			
Operations Unit	29		-
Local Authority Unit	25		-
Operational Planning Division		35	35
Field Operations Directorate (FOD)		1712	1609
³ HM Railway Inspectorate	-	184	209
Field Operations Directorate and HM Railway Inspectorate	1723		-
Hazardous Installations Directorate	559	615	605
Nuclear Safety Directorate	268	293	287
⁴ Electrical Equipment Certification Service	55	8	-
⁵ Technology Division	135	-	-
⁶ Corporate Science and Analytical Services Directorate			86
Total HSE staff	3927	3820	3658
Health and Safety Laboratory	355	342	361
Total Staff	4282	4162	4019

¹ Communications Directorate was formed in January 2004.

² The Health, Safety Policy, Strategic and Rail Directorates were reformed to become the Policy Group and the Strategy and Intelligence Division on 1/4/2003/4. The figures include HSC support.

³ On 1/4/2002 the Railway Inspectorate was brigaded within FOD.

⁴ The Electrical Equipment Certification Service ceased to operate on 1/10/2002.

⁵ Technology Division was dispersed to Policy Group and the Field, Nuclear Safety and Hazardous Installations Directorates on 1/4/2003.

⁶ The Corporate Science and Analytical Services Directorate was formed on 1/4/2003 and combines analytical services, risk policy and science and technology into one Directorate.

Total HSC/E staff in post by occupational group

Occupational Group	01.04.02 staff in post	01.04.03 staff in post	01.04.04 staff in post
Inspectors	1625	1651	1605
Of which the following are frontline operational inspectors**:	1458	1508	1483
Other professional or specialist staff	1461	1481	1427
Other Staff	964	1030 <i>(Includes 94 agency staff*)</i>	987 <i>(Includes 115 agency staff*)</i>
Total Staff	4050 (Plus 232 agency staff*: 4282)	4162	4019

*Resource Accounts Guidance now requires inclusion of agency/temporary staff and inward secondments/loans.

**Notes:

- Inspectors at Bands 1 and 0, or working in other Directorates / Divisions are not included.
- In FOD, RI and HID, as far as possible, inspector staff undertaking more generalised HQ functions have been eliminated from these figures. The figures also exclude non-inspectorial specialist staff - eg scientists.
- Inspector staff includes Discipline, Medical and Occupational Health Inspectors.
- All figures are for full time equivalent staff.
- All figures have been rounded to the nearest whole number.

The work of frontline operational inspectors is complemented by other frontline staff such as workplace contact, compliance, Railway Inspectorate Contact and Regulatory Contact Officers. In HSE's Field Operations Directorate (FOD), workplace contact officers (WCOs) and compliance officers are a main point of contact with new and small firms, carry out advisory visits, and take part in awareness events and campaigns. In 2003/04 there were about 57 staff in such roles and the number is due to nearly double in 2004/05. Other staff (including HSE Band 6) carry out frontline work in handling complaints and gas incident notifications etc. There were 8 Railway Inspectorate Contact Officers – who carry out similar work to FOD's officers - in post in each of the three years. The work of frontline operational inspectors in HSE's Hazardous Installations Directorate (HID) is complemented by Regulatory Contact Officers (RCOs) who carry out many of the supporting activities, for example safety report assessment checks, which would otherwise have to be done by an inspector. The long-term view is that HID's RCOs will carry out similar work to FOD's WCOs. At the moment HID is running with a pilot of 3 that will increase to 10 if the pilot is successful.

Recruitment (General)

229. Recruitment into HSE is conducted in line with the Civil Service Commissioners' Recruitment Code. We operate systems and procedures that meet the Code and ensure that recruitment is carried out on the basis of fair and open competition and selection on merit. The systems and procedures are subject to periodic internal and external audits. The Code requires departments to publish summary information about their recruitment and the use of permitted exceptions to the principles of fair and open competition and selection on merit.

230. During the year:

- 80 staff were recruited;

- 48 new UK secondments/loans into and out of HSE and two new overseas secondments commenced;
- one extension of a short-term appointment beyond the initially publicised period and two fixed-term appointments converted to permanency following immigration restriction being lifted by Home Office;
- 14 re-appointments of former civil servants were made.

Recruitment level	Number	Male	Female	White	Non-white	Not declared*	Disabled*
SCS	2	1	1	1	0	1	0
Band 1	0	0	0	0	0	0	0
Band 2	7	5	2	3	0	4	0
Band 3	7	5	2	1	2	4	0
Band 4	16	10	6	13	3	0	0
Band 5	10	4	6	1	1	8	0
Band 6	38	10	28	16	3	19	0
Total	80	35	45	35	9	36	0

Note: * Information on ethnic and disability status is not always provided.

Private Finance Initiative (PFI)/Public Private Partnerships (PPP)

231. REFIT - IT: The REFIT partnership with LogicaCMG/Computacenter has now completed the second year of a ten-year agreement. During the year an Office of Government Commerce-led Gateway 5 Review - Benefits Realisation showed that, overall, the partnership was well founded and broadly on track to deliver the benefits anticipated. An action plan was agreed to ensure that both HSE and LogicaCMG/Computacenter together would be able to deliver increased benefits in future years.

232. Merseyside HQ Project: Following a competitive exercise to provide new serviced accommodation for its North-West Headquarters, HSE chose Kajima Development as the preferred bidder in December 2002. The full business case was approved by DWP in August 2003 and negotiations concluded in October 2003 when contracts were exchanged. Construction has commenced and the projected date for building completion is May 2005.

Sponsorship

233. Working Well Together (WWT) is an industry-wide construction health and safety campaign developed by HSC's Construction Industry Advisory Committee (CONIAC).

234. In 2003/04 HSE received sponsorship from a number of organisations in support of two elements of the 2003 campaign:

- the WWT Roadshow which visits construction sites around the country to promote health and safety messages and encourage workers to 'sign up' to best health and safety practice. (Over 12 000 workers signed up last year.);

- the WWT 4C (Co-operation, Competence, Communication and Commitment) Awards Competition and Dinner. Awards are presented to competition winners and tables are sold to WWT member organisations. Sponsors are promoted in competition promotional material and at the dinner. They pay over £5000.

Roadshow

Taylor Woodrow	£15 000
Bovis Lend Lease	£10 000
Skanska	£10 000
Forest Safety Products	£10 000
SafeSite	in kind
Renault	in kind

WWT 4C Awards

CITB	£17 500
Hays Montrose	£7 500
Norwest Holst	£5 000
Linsafe	£2 500
Scafftag	£4 000
WWT 4C AWARDS TABLE SALES** (A table costs from £1000 to £1200 for ten people. No individual company pays more than £5000.)	£23 622.34

TOTAL:

£105 122.34

*** Competition entrants who 'buy' a table for their organisation for the awards dinner. Individual companies do not pay more than £5000, the figure above which organisations are identified.*

Wider markets

235. HSE continues to pursue an active approach to charging within the limits set by its role as a regulator.

Departmental investment strategy

236. HSE manages its capital assets through the Departmental Investment Strategy. Capital investment is exclusively in support of the staff resource and is mainly accommodation related, motor vehicles and scientific equipment. The new Health and Safety Laboratory at Buxton will become operational in 2004/05 funded via an 'on balance sheet' Private Finance Initiative (PFI) contract.

Prompt payment of bills

	HSE	HSL	Combined Total
Number of invoices paid on time	15 813	7564	23 377
Number of invoices paid late	180	93	273
Total invoices	15 993	7657	23 650
Percentage paid on time	98.87	98.79	98.85%

Charging

237. Following the reviews of charging in the offshore, gas transportation, railways and industries covered by the Control of Major Accident Hazards Regulations HSE set up a Charging Efficiency Review to look at ways of reducing its hourly rates and increasing productivity. This was reported in the summer of 2003 and made a series of recommendations, most of which are being taken forward as part of wider change initiatives. One early result has been that the hourly rates for 2004/05 remained the same in two cases and fell in the other two. No new or restructured schemes have been developed, the scheme for respiratory equipment has been repealed and the scheme for fees paid under mines and quarries legislation simplified.

Information technology

238. This year saw an important shift to a smaller number of more strategic investments to underpin IS-enabled change. The investment programme is now overseen by the newly created Business Improvement and Efficiency Board chaired by the Director General. A range of IT-enabled business improvement projects have been taken forward including:

- the COIN project to provide a single integrated IT system to the whole of HSE's inspection and enforcement activity. A preferred commercial off-the-shelf solution has been identified and COIN is planned to be launched in a phased implementation from Autumn 2004;
- the Electronic Documents and Records Management project has also moved into a development phase and business pilots are planned shortly. Implementation is likely in early 2005;
- specified what tools and techniques we need to migrate from fairly simple e-forms to a full e-business capability (for internal and external customers). Procurement of the tools will follow early in 2004/05 with phased implementation of further e-business processes from late summer onwards;
- piloted a very successful electronic DIY risk assessment questionnaire for farmers which will be fully implemented in 2004/05 and potentially to other industries;
- completed the P@TH and DEPP projects to embed programme and project working in HSE to OGC-mandated standard to ensure projects are more successful more often; and
- launched the Major Hazards Information System. A joint initiative led by HSE with the Environment Agency and Scottish Environment Protection Agency to provide a single source of information for jointly regulated COMAH

sites. This initiative was part funded by the Government's Invest to Save Budget and illustrates HSE's commitment to joint and collaborative working.

239. In the second year of the REFIT partnership, core IT services continue to be of a high standard and an annual Service Improvement Programme is in place to provide for continuous improvement. By way of example, in a year that saw increasing virus and other malicious attacks on IS services across the world HSE was fully protected. New business continuity services also worked seamlessly when called upon unexpectedly due to interruption of the electricity supply.

Diversity

240. A great deal has been achieved over the past 12 months. It is, however, becoming increasingly difficult to separate out good diversity practice/specific actions from those that have become embedded in our normal policies and practices. This is of course a positive sign and shows an increased willingness by managers and staff across the organisation to live up to the values that HSE actively promotes.

Highlights for HSE during 2003/04

Gold Level Diversity Award

241. HSE has received a Gold Level award from 'Opportunity Now' in their annual benchmarking exercise and has been singled out for a number of areas of best practice. We are proud of this achievement, as it is the first year we have taken part in this benchmarking exercise.

Leadership

242. HSE's agreed Diversity Action Plan for 2003/04 placed a number of actions upon our senior managers. Among the actions taken, leading by example and becoming more visible and approachable have been key areas where movement has been noticeable. Activities such as acting as formal/informal mentors, volunteering for our new shadowing pilot, promoting buddying arrangements and delivering the challenge function at our 'Visions and Values' events have all raised the profile of senior managers. Challenging unacceptable behaviour and enhancing the way staff are managed has also played an important role. The Director General has asked Senior Civil Service (SCS) members to include diversity action as a mandatory area for discussion within their performance agreements from April 2004.

Disability issues

243. Most of the work in HSE with this group is on a one-to-one basis in terms of reasonable adjustments and other behind-the-scenes activities to ensure that everyone who needs help has access to advice and guidance appropriate to their disability. We have introduced new procedures and made efforts to increase awareness of disability issues, used questions in our Staff Survey and given wide publicity for the Civil Service Disability Bursary. Feedback from our disability networks on our efforts is encouraging.

Staff survey 2004

244. The latest Staff Survey shows that 70% of our staff believe that 'HSE is an equal opportunities employer'. While this equates with the government benchmark, we are disappointed that it is slightly down on our previous survey (2002) where 75% responded positively on this point. We will work to restore and improve on our position. New survey questions, to bring us into line with new legislation, have not shown any significant discrimination issues. There is an encouraging increase of 14% (to 65%) in those who feel they are now able to strike a good balance between work/home activities. We are however concerned that only 57% of staff feel able to report instances of unacceptable behaviour without

worrying that it would have a negative impact on them. The Director General has issued a global message to staff addressing these issues raised by the survey.

Equality proofing performance reviews and other HR systems

245. We have successfully introduced a new procedure considering applications for homeworking fairly and transparently and advised on how to make greater use of flexible working to help staff to manage work and domestic responsibilities. We have also developed new arrangements for calculating the pay of term-time workers to ensure that they receive equal treatment based on their actual hours of work rather than their pattern of work, which had previously disadvantaged some staff. We have successfully piloted a new performance management system which will be introduced to the whole organisation from April 2004.

Race Equality Scheme - Race Relations (Amendment) Act

246. The deaths of the cockle pickers in Morecambe Bay raised particularly difficult issues for HSE in its role as a regulator in the light of this and of a Private Member's Bill to license agricultural gangmasters. The Health and Safety Commission (which is constituted as a separate Non-Departmental Public Body (NDPB) and is responsible for setting strategy) made it clear that migrant workers are a key part of the changing economy and a strategic priority. A number of local projects have been run utilising last year's small firms' fund and focusing on ethnic minority issues. We have commissioned Warwick University to undertake a study on risk and ethnicity. This is a key piece of benchmarking research in HSC/E's Race Equality Scheme. We are using the role set out for our new communications partners to provide a good model for RES contacts within HSE and are arranging for a cultural awareness tool kit to be provided on-line and will advise our RES contacts network when it is available. We ensure that we are meeting needs of those organisations who wish to do business in Welsh. Our Field Operations Directorate held a successful conference to discuss issues surrounding workers with little or no understanding of English, utilising case studies from two small firms. The case study approach has the advantage of providing industry-generated solutions, and demonstrating reasonable practicability, and has read-across to different sectors. The ethnic language section of our website has been reviewed to make it more accessible to non-English speakers.

Diversity training

247. We have contracted with the Metropolitan Police to deliver race awareness training to our staff who undertake external visits. Roll-out of the training sessions began with a small pilot in December 2003. The training has been specially designed to: support race-related guidance and language considerations; increase understanding of HSE's language services for interpretation and translation; and look at the guidance on recording and reporting racist incidents encountered by visiting staff. The remaining sessions will be rolled out in 2004/05.

Childcare survey

248. Over the past year or so there have been increasing numbers of enquiries (through Personnel Division and/or the HSE trade unions) from staff based elsewhere about the possibility of providing childcare away from the two Head Office sites. We took the opportunity to take a look at the needs of all staff in HSE in relation to childcare provision through a parent's survey. Around 350 responses have been received and we will be analysing them shortly. The outcome will inform new strategy on childcare provision which will be put to our Board in the next few months.

Progress towards targets

249. Although we have had less recruitment than in previous years, we have had considerable success in recruiting ethnic minority applicants in the latter part of the year. For example, 33% of applicants and 23% of those recruited as policy advisers were from ethnic minority backgrounds. We are also pleased to have attracted our first ethnic minority appointee at Board level and have welcomed two new female Board members increasing representation of women on the Board to 38%. In terms of disability, the numbers of staff who have declared a disability has more than doubled in recent years and we have already exceeded HSE's disability targets in all job bands except B1 (Grade 6) and SCS. Following a survey in 2002 to find out why women did not apply for SCS posts we held a series of women's seminars in 2003 for those in the SCS feeder grades. We included inspiring sessions from guest speakers who explained how they had reached their senior positions, what the hurdles and issues had been, and how they overcame them. The seminars also covered a new buddying pilot in HSE, mentoring/shadowing, and other proposals for the future. The seminars have been a great success and we are currently considering a proposal to open them up to women in more junior grades.

250. Not all new recruits or existing staff wish to divulge their ethnic background or disability status and therefore the following statistical tables may not give a complete picture of representation. We accept individual rights to choose whether to take part in our statistical analyses.

Disability

BAND	1 APRIL 1999		1 APRIL 2004		TARGET 2005	
	NUMBER	%	NUMBER	%	NUMBER	%*
SCS	0	0	1	1.85%	2	3.7
B1 (G6)	2	1.6	2	1.54%	4	3.1
B2 (G7)	7	1.2	27	4.23%	12	√ 1.8
B3 (SEO)	15	1.3	43	3.08%	22	√ 1.6
B4 (HEO)	11	2	17	3.33%	15	√ 2.9
B5 (EO)	11	2.7	24	4.60%	20	√ 3.9
B6 (AA/AO)	73	6.1	66	6.59%	64	√ 6.4
TOTAL	119	2.9	180	4.23%	149	√ 3.5

Gender

BAND	1 APRIL 1999		1 APRIL 2004		TARGET 2005	
	NUMBER	%	NUMBER	%	NUMBER	%*
SCS	13	24.5	12	22.22%	16	29.0
B1 (G6)	8	6.2	25	19.23%	13	√ 10.0
B2 (G7)	71	12.2	107	16.74%	88	√ 13.7
B3 (SEO)	304	26	468	33.55%	388	√ 27.8
B4 (HEO)	259	47.1	251	49.22%	255	50.0
B5 (EO)	268	65.7	360	68.97%	334	√ 64.0
B6 (AA/AO)	873	72.9	714	71.33%	701	√ 70.0
TOTAL	1796	43.9	1937	45.57%	1879	√ 44.2

Race

BAND	1 APRIL 1999		1 APRIL 2004		TARGET 2005	
	NUMBER	%	NUMBER	%	NUMBER	%*
SCS	0	0	0	0.0%	1	1.8
B1 (G6)	1	0.8	2	1.54%	3	2.3
B2 (G7)	7	1.2	14	2.19%	13	√ 2.1
B3 (SEO)	35	3	56	4.01%	53	√ 3.8
B4 (HEO)	17	3.1	31	6.08%	22	√ 4.4
B5 (EO)	31	7.6	53	10.15%	49	√ 9.3
B6 (AA/AO)	103	8.6	89	8.89%	99	9.9
TOTAL	194	4.7	245	5.76%	251	5.9

*Projected % set at 1 April 1999

√ = Target met or exceeded

Staff training and development

251. HSE successfully attained Corporate IiP status in April 2003. This will need to be renewed by April 2006 and a three-year rolling programme is being developed. HSE's Board is being asked to approve the process and the timetable.

252. For HSE's corporate training contracts, 2829 staff have been trained over 434 courses. Training covers HSE's core management training, occupational health and safety provision, eg manual handling and DSE assessor training, IT skills and personal development as well as specific training for our regulators such as legal training and the Occupational Health and Safety Graduate Diploma which is completed at Heriot-Watt University. New courses this year include Handling Conflict and Aggression as well as new provision linking in with HSE's new performance management system. We have been running a pilot programme to deliver IT e-learning leading to the ECDL (European Computer Driving Licence) qualification which we will be evaluating during 04/05.

253. HSE continues to offer development opportunities internally and externally. HSE staff were successful on a number of development schemes: three on Senior Professional Administrative Training Schemes (SPATS), two on Fast Stream and three on Public Service Leaders Scheme. Externally HSE supports the Windsor Fellowship Graduate Programme by sponsoring the Open Day and through student placements; in 2003/04 we supported nine students.

254. HSE maintains its commitment to Interchange. The figures for 2003/4 are 71 staff work out of HSE on loan or secondment and 36 staff have come into HSE on loan or secondment. In addition we have 12 HSE staff working overseas on secondment and one EU national working in HSE on secondment.

Government targets on sickness absence

255. In May 2001, new arrangements were introduced to manage sickness absence more effectively. The arrangements are designed to support line managers in removing barriers, wherever possible, that prevent staff from attending work, which take account of health, personal and domestic circumstances. The guidance emphasises that managers should be supportive and sensitive when dealing with absence issues. However, when repeated periods of absence cannot be justified, managers are required to agree attendance improvement targets with staff which, if not achieved, could lead to dismissal.

256. From April 2003 to the end of March 2004 a total of 32 269 working days was lost in HSE through sickness absence. There has been a reduction in the average number of working days lost per staff year due to sickness absence, from 8.36 in 2002/03 to 7.97 at the end of 2003/04. The overall trend in sickness absence therefore remains downwards.

257. The May 2001 arrangements were built on to ensure that improvements were maintained. These included the introduction of case conferences for staff who are on long-term sick leave, and raising the profile of the management of sickness absence through briefings for staff and managers. A 'Managing Attendance Review' was completed and negotiations are underway to take forward the recommendations from it.

Sustainable development (Green housekeeping)

258. HSE, in line with the Government's Framework for Sustainable Development, is fully committed to pursuing and promoting good environmental practice across its estate and has:

- maintained certification of ISO14001 for the functions of HSE's Business Services Division's Environmental Management System (EMS) and introduced a 'whole building' EMS at Edgar Allen House in Sheffield;
- completed two environmental assessments using BREEAM, one in a multi-occupancy building and one in a building solely occupied by HSE, both achieving a 'Very Good' rating;

- continued to reduce annual energy consumption on HSE's estate, by 10% against 2000/01 benchmark, demonstrating value for money in energy procurement and usage as well as cost-effective management, and measuring progress, currently 8%, against the 12.5% target reduction in annual emissions of carbon dioxide and other greenhouses gases in HSE buildings by 2008-2012;
- ensured 100% of paper purchased under contract by HSE comprises 100% post-consumer waste; and
- printed HSC/E publications, wherever possible, on environmentally friendly paper, using environmentally friendly processes;

and is:

- initiating a programme to acquire a percentage of electricity from renewable sources (10% by 31/03/2008);
- progressing to 25% of fleet cars being alternatively fuelled.

Business risk

259. There has been continuing application of business risk management techniques and the HSE Board actively engaged in managing the risks to effective delivery of HSC/E's aims. During the year the Board discussed these risks and the corporate risk register was amended and updated to take account of the outcomes of these discussions. The Board also adopted a Risk Management Framework, a strategic statement setting out HSE's overall approach to risk management, defining key roles and responsibilities. A business risk management plan was developed to further embed risk management across HSE in 2004-05.

Welsh language scheme

260. HSE has actively encouraged Welsh speakers to apply for posts within our organisation through bilingual recruitment exercises that have been advertised in the Welsh-based press and local job centres. HSE is mindful of getting the balance right in order to maintain its services in Wales, and has encouraged new staff moving into Wales to learn Welsh through our continuing Welsh Language NVQ training programmes. Through this training, the language skills of existing staff have continued to improve. This has enabled us to deliver a complete service through the medium of Welsh, including fielding Welsh language speakers at public events and for the media.

261. We have continued with our policy of producing Welsh/English bilingual publications where we believe this to be appropriate.

262. We expect our Welsh Language Scheme to be reviewed by the Welsh Language Board in 2004 and will respond to any recommendations which emerge.

Devolution

263. HSC/E's commitment to working in partnership with the devolved administrations of Scotland and Wales is embodied within the respective Concordats agreed between HSE and the Scottish Executive and the National Assembly of Wales.

264. While health and safety remains a reserved matter, there are a significant number of devolved areas where HSC/E and Scottish/Welsh Ministers and LAs share or have a closely related interest; these include food safety, pesticides, the environment and public health. The extent of these areas has led to a good working relationship between HSC/E and the relevant bodies.

265. In Scotland, HSC/E is now working with the Department of Constitutional Affairs, which represents the UK Government on reserved matters north of the border rather than the Scotland Office. HSC Strategy in 2003 was based around the Revitalisers Forum, Healthy Working Lives, Safe and Healthy Working, Working Backs Scotland, and Healthy Return initiatives. In Wales, work continues to ensure that health and safety initiatives are embedded into the work of the Assembly and other key organisations (eg NHS Wales and WLGA) and that, where appropriate, research, guidance and consultation is published in the Welsh language.

Employee involvement

266. It is HSE's policy to consult HSE trade unions, representing staff in HSE, as widely as possible in order to provide the opportunity for HSE Trade Unions to influence the development and application of proposals relating to major organisational and staffing changes. There is a formal consultation structure between HSE management and unions within the Whitley system at both national and local levels. The HSE Whitley Council is the central forum for discussion of all matters of concern to HSE as a whole. National Whitleys are held quarterly and are chaired by the Director General.

267. HSE consults and negotiates with the trade unions about all issues affecting the terms and conditions of employment of staff. For example, during 2003/4, a number of agreed changes were made to a number of personnel policies such as age retirement reviews, IT security, discipline and grievance procedures. Staff are also consulted directly through the annual staff attitude survey and by participation in specific pilots, eg staff helped to successfully complete the development of a new performance management system which is being introduced from April 2004; and staff are currently involved in pilots to explore the scope for alternative working arrangements, such as homeworking. There is also a network of personnel contacts in Directorates/Divisions, who are consulted about all aspects of personnel policies and how they might be developed, to ensure that they continue to meet HSE's business needs.

Health and safety in HSE

268. It is HSE's policy to set and maintain exemplary standards of health and safety for its staff and contractors. HSE staff are exposed to a variety of potential hazards to their health and safety ranging from the normal office-based risks to those that regulatory staff meet on site, eg construction sites, offshore installations, asbestos removal operations, working on the rail system etc. During 2003/04 HSE continued to work towards achieving this aim and set ourselves targets to reduce the number of RIDDORs, accidents due to slips and trips, and ill health caused or exacerbated by DSE use, as well as our targets under Revitalising Health and Safety.

269. During the year, an Internal Audit's report on our health and safety performance found that we had extensive health and safety systems, but there were questions about how well we complied with them. A review of the management arrangements was subsequently commissioned, and is due to report to the HSE Board early in the 2004/2005 financial year.

Monitoring of performance

270. Performance is monitored in the following ways:

- the HSE Board discuss health and safety at every formal Board meeting, receiving monthly accident/ill health statistics and monitoring performance against our targets. They also discuss reports on significant health and safety issues and agree the Corporate Health and Safety Plan;
- the Board discusses formal mid-year and end of year reports on HSE's performance, which include progress against the Corporate health and safety plan;
- audits are carried out by HSE's Health and Safety Adviser, as well as local inspections and audits.

Consultation

271. HSE recognises the importance of consultation with their employees. The Corporate Health and Safety Committee (CHSC) is the principal consultation forum between the Executive and the HSE trade unions. Justin McCracken, the Deputy Director General (Operations), is the Board Champion for health and safety and chairs the CHSC, which meets three times a year. There are a number of local site safety committees. Safety representatives are encouraged to be involved in workplace inspections, accident/ill-health investigations and health and safety events, such as during Euroweek.

Progress on the Corporate Health and Safety Plan for 2003/2004

272. The plan set a number of priorities:

- musculoskeletal disorders (MSD): Continued effort into prevention of MSD has seen a significant reduction in the number of reported cases of ill health due to DSE. The Board set a target to reduce ill-health reports due to DSE by 10% and this was substantially exceeded as we reduced cases by over 40%;
- stress: Directorates have been tackling action plans based on risk assessments (against the seven factors identified in 'Tackling Stress Together'). The Stress Management Standards were incorporated into the 2004 Staff Attitude Survey, and follow-up action will be taken forward next year;
- slip, trip accidents: Campaigns and promotions to reduce the number of accidents due to slips and trips continued during the year with particular impetus on near-miss reporting and the immediate removal of potential hazards. The target to reduce injuries by 10% due to slips and trips has been met;
- work-related road risk: Guidance on controlling work-related road risks was produced. There has been a reduction in work-related road incidences;
- monitoring and review: Workshops were run for contract managers and HSE's contractors to ensure that:
 - contractors deliver their services to equivalent standards of health and safety;
 - performance is monitored; and
 - management is in place to rectify shortfalls.

Health and safety performance: Accident/ill-health/near-miss reports

273. Accidents, work-related ill health and near-misses are reported and investigated. The Board sponsor for health and safety is notified, within 48 hrs, of all incidents identified as reportable under RIDDOR.

	April-March 2004	April-March 2003	April-March 2002
RIDDOR:			
Fatal injuries	0	0	0
Major injuries	3	1	2
Dangerous occurrences	0	0	2
Over-three-day injuries:	8 (1)	10 (1)	8(3)
Ill health	0	4 (1)	3
Other over-three-day injuries, eg Road traffic accidents	1	3	1
Ill health, other	101 (2)	154 (4)	126 (1)
Minor injuries	128 (17)	148 (17)	114 (19)
Near misses, including verbal abuse and possible accidental asbestos exposure	90 (4)	85 (6)	72 (12)
TOTAL	331	405	328

Note: The figures for non-HSE staff are included and shown in brackets.

274. There were 11 RIDDOR reports during 2003/04, (one of which was reported by an employer of non-HSE staff). This compares with 15 last year (including two non-HSE staff) and 15 in 2001/02 (including three non-HSE staff). The incident rate for RIDDOR is 233 per 100 000 employees. HSE estimates the total cost of the accidents/ill health to be approximately £356 000. There were three claims settled during the year relating to work-related accidents.

275. Enforcement action against HSE: There were no prosecutions or convictions against HSE during the year. However, following a serious accident at the Health and Safety Laboratory, a Crown improvement notice was served by the Enforcing Authority, which in this case is the Field Operations Directorate of HSE. Following this, changes in procedures and training were implemented.

276. Our priorities in the 2004/05 Corporate Health and Safety Plan will include:

- continued commitment in the reduction of musculoskeletal disorders;
- reduction of slips and trips;
- management of stress; and
- monitoring performance of contractors.

277. The Board has set targets for 2004/05 to:

- further reduce reports due to DSE and accidents causing injury due to slips and trips by 10% on 2003/04 figures;
- reduce RIDDOR incidents to single figures.

Timothy Walker CB

Director General
Health and Safety Executive
Accounting Officer
24 June 2004

Bill Callaghan

Chairman
Health and Safety Commission
Accounting Officer
24 June 2004