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HEALTH AND SAFETY COMMISSION

Mid-Year Review against the HSC Business Plan 2006/07

A paper by Strategic Planning Unit (SPU)

Agreed by Vivienne Dews, Jonathan Rees and Justin McCracken
on 22nd November 2006

Issue

1. HSE's performance against the HSC Business Plan during the first half of 2006/07.

Timing

2. Routine.

Recommendation

3. The Commission:
 - Considers the review of progress against the Business Plan (see Annex A).
 - Indicates any areas of work that it would like to receive further detail on;
 - Discusses the proposal to strengthen the objectives in the next Business Plan (para. 17); and
 - Indicates how it would like to continue receiving reports of progress against the Business Plan (para. 18).

Background

4. During HSC's February discussion of the draft Business Plan for 2006/07, Commissioners indicated that they would like an open and honest discussion of performance against the previous version.
5. We produced a review, setting out progress against each of the objectives in the Business Plan, which Commissioners discussed at their meeting in May. They commented that the paper helped to remind them how much work was being done and that a 6-monthly report (including some information on expenditure) would be useful.

Argument

Progress against targets

6. HSC's recently published statistics for 2005/06 are good news in terms of the conventional health and safety PSA targets, with each of the indicators showing statistically significant movement in the right direction. The Fit3 team has been particularly pleased with the continuing progress in the production industries, and with the results of projects with Royal Mail, the food industry, vehicle paint sprayers and the waste and recycling industry. All are showing improved outcomes as a result of sustained targeted intervention and engagement over several years.
7. The challenge remains in the growing service sector, jointly enforced with LAs, where major injury rates are increasing. Also the rate of injury resulting from slips and trips,

by far the largest contributor to injury incidence rates, remains stubbornly flat. Much of the groundwork has been done to design and roll out interventions to tackle this, including the *Watch Your Step* Campaign last autumn. However, the statistics underline the scale of the challenge and the fact that we need to sustain our efforts over several years to achieve permanent improvements.

8. The projected annual outturn statistics for the major hazards incident precursors, based on results at mid-year, are:
Nuclear: 142 (against a target for this year of 134);
Offshore: 70 (against a target for this year of 67); and
Onshore (Chemicals): 154 (against a target for this year of 160)
9. The mid-year figures on progress towards our major hazards PSA targets present a mixed picture; nuclear and offshore are slightly above the mid-year target whereas onshore/chemicals is below. These results need to be viewed against the steady downward trend achieved in each of the precursor measures since their introduction and the effect relatively small changes can have in calculating end of year projections. While the apparent upturn is a concern, it is too soon to say whether this is a significant shift or a temporary blip in performance.
10. The PSA indicators alone are not ideal measures of HSE's performance. On conventional health and safety, the relationship between HSE's interventions and health and safety outcomes is uncertain, while the major hazards precursor indicators do not reflect the potential severity of any subsequent event that could occur. Both Strategic Programmes are seeking to address these issues by developing leading, risk-based performance indicators, which support the data we currently use. Paper HSC/06/098, "PSA Targets for Comprehensive Spending Review 2007" (which is *Below the Line* for this meeting) describes the work to develop new measures (which we hope to incorporate into the Balanced Scorecard). In particular, Fit3 has been working to develop a new 'dashboard' reporting system, combining data from operational, survey and evaluation measures.

Progress against the Business Plan

11. We have produced the new review (Annex A) to a very similar format as the previous version, but included some additional information on resources. Overall, it shows that HSE has been successful in carrying out most of its planned activities during the first half of 2006/07. Some notable successes were:
 - a. Workplace Health Connect, which, thanks to the mix of a direct marketing campaign supported by telemarketing and 'outreach' by the Pathfinders, is delivering more than enough workplace visit referrals to the service.
 - b. Publishing HSE's expert report, contributing to the Government's Energy Review. This concluded that Britain's existing health and safety system is flexible enough to deal with any hazards and risks from energy developments, and to achieve sensible risk management.
 - c. Establishing working arrangements with the Nuclear Decommissioning Agency and ensuring that proper consideration is being paid to safety during the restructuring of the nuclear industry.
 - d. Conducting a joint investigation (with the Environment Agency) into the Buncefield incident in a thorough, robust and open way. As part of the Task Group, HSE is now working with industry to implement the investigation's emerging recommendations for improvement.
 - e. Introducing a new offshore safety case regime; this allows movement of resources from assessment to OSD's Key Programmes and the implementation of a structured inspection programme targetted at deck and drilling operations on all offshore installations.
 - f. Establishing the new governance arrangements for HSE's partnership with the local authorities (LAs), including new HELA and the joint Local Government

- Panel/HSC meetings. These are supported by local groups around the country.
- g. Engaging LAs to work in partnership with Fit3 and adopt its priorities. LAs have committed around 400 staff years in 2006/07 and plans for 2007/08 are well advanced.
 - h. Completion of the Small and Medium-sized Enterprises (SME) indicator, which continues to exceed targets (5700 completions versus target of 4250).
 - i. Embedding the role of enforcement into Fit3 planning and delivery. Compared with the same period last year, provisional data shows 20% more notices served and an increase in legal proceedings
 - j. HSE is the first, and so far the only, government department or agency to publish its simplification plan. Delivering the plan will make a significant contribution to HSC/E's target to reduce administrative burdens by 25% by May 2010.
 - k. Successful launch of the *Sensible Risk* principles and accompanying media campaign. The second phase of the initiative (agreed in October) will focus on the local authority and education sectors.
 - l. An encouraging start to this year's *Better Backs* campaign, with 37,000 visits to the campaign microsite during the first 4 weeks, plus extensive (and mostly positive) press coverage, including several feature pieces in major media.
 - m. Productive working relationships between CoSAS and 'scientific' communities in other parts of Government (e.g. on the *Health Work and Wellbeing* evidence base).
 - n. The Economy, Efficiency and Productivity Programme currently projects savings above those required to achieve the £50m target by the end of 2007/08.
12. There were some significant activities not included in the Business Plan. During the first half of 2006/07, HSE invested significant resource in:
- a. The Fundamental Review (FR), which sought to "improve HSC/E's ability to deliver its mission including meeting its targets and ensuring its resources are used to best effect". The emerging action plan¹ focuses on making best use of HSE's resources, of its science, and on improving delivery.
 - b. Working with DWP and DH to implement the *Health, Work and Well-being* strategy. At a summit in May, key stakeholders from across the public and private sectors signed a charter, committing to deliver healthier working environments.
 - c. Taking enforcement action in high-profile cases, to reinforce the importance of maintaining high safety standards. Following the leakage of radioactive liquor at the THORP reprocessing plant, HSE recently won a judgment against British Nuclear Group (Sellafield), resulting in a £500k fine and £68k costs.
 - d. Preparing new pre-licensing arrangements to facilitate the introduction of the 'Nuclear New Build';
 - e. Responding to new risks associated with increased offshore activity in the North Sea as a result of higher oil prices;
 - f. Taking on responsibility as competent authority for REACH² and establishing a new helpline for dutyholders;
 - g. Transferring the Gangmasters Licensing Authority and the Adventure Activities Licensing Authority into HSE as a result of the Hampton Report;
 - h. Additional interventions to target safety improvements arising from the initial findings of the Buncefield Investigation.
13. Although the Review shows that HSE is on track to achieve most of the objectives set in the Business Plan, there are a few areas where we have not progressed as far as we had hoped:
- a. Some lower priority work in the major hazards area (chemicals, offshore and nuclear sectors) has had to be delayed due to limitations on resources and the pressures mentioned above.

¹ The HSE Board will review this at its meeting on 6th December.

² Regulation, Evaluation and Authorisation of Chemicals

- b. There have been some significant problems with COIN, the new operational data collection system. HSE has commissioned a lessons learnt review of the system.
 - c. Due to the large proportion of resources given over to major incident investigation and follow up (including Buncefield), HID is having to reprioritise inspection issues at lower risk COMAH intervention sites.
 - d. CoSAS's plan to reintroduce the 'Competition of Ideas' during 2006 has been abandoned, because funds are over-committed. The Chief Scientist is meeting with key external stakeholders to explain HSE's financial position and to seek opportunities for partnership working.
 - e. Due to increasing demands on already stretched staff resources, NSD is behind its productivity target (proportion of resources devoted to frontline work) for this year and unlikely to catch up.
14. At the last review, HSC commented that "provision of costings would be helpful in enabling it to satisfy itself that resources were being allocated to its strategic priorities". HSE allocates budgets to its functional areas and it is not currently possible to attribute costs to each of the individual objectives in the Business Plan. Introducing the Resource Management System (work recording) will give us a better picture of how staff time is used in the future.
15. The 2006/07 Business Plan does show in broad terms the planned allocation of HSC/E's funding across the main programmes and activities. Since we published the plan, it has become clear that HSE went into 2006/07 over-committed and, in order to remain within budget, directorates have had to re-plan within smaller allocations than those they used at the start of the year. Although this and a number of other factors limit the accuracy of such an exercise (see commentary in Annex A), a comparison of outturn against plan indicates that resources have been applied broadly as expected. At the mid-year point, despite the pressures, FOD has exceeded its planned contributions to FIT3 work (and this is not at the cost of reduced reactive work) by successful prioritisation. Resources on Major Hazards work are particularly stretched due to the combination of high workloads and some shortages of specialised staff.

Performance management

16. This Review is a snapshot of HSE at the mid-year stage and may be a useful reminder of how much HSE staff deliver. However it also highlights the Business Plan's weakness as a basis for performance management. The majority of objectives in the current plan are 'soft', qualitative and output-based, which is why it is helpful also to have the longer term targets for PSA and RHS.
17. SPU will soon start producing the next HSC Business Plan, covering the years 2007/08 - 2010/11. We want to develop the Plan with a view to enabling performance management. This means setting SMART³ objectives for each of the four businesses identified by the Fundamental Review⁴, and for corporate support. We would appreciate the Commission's views on the future format of the HSC Business Plan.
18. The Commission may also wish to take a look across the performance management information it receives. From quarter 3 onwards, in addition to reports on the Strategic Programmes' performance against the PSA targets, HSE will start submitting its financial, risk management and Balanced Scorecard reports to HSC. By strengthening the Balanced Scorecard with objectives from the new plan and the risk-based indicators mentioned in para 10, we may be able to dispense with the need for a six-monthly review of the Business Plan and integrate it into the normal, quarterly performance reporting cycle. Alternatively, we could produce a much more focused report.

³ Specific Measurable Achievable Relevant Time-bound

⁴ These are Outcomes, Enabling Justice, Public Accountability, and Support to Government.

Consultation

19. Colleagues from across HSE have provided the information in Annex A. HSE Board members have agreed the contents of the document.

Presentation

20. None. This is a performance management document for internal use.

Financial/Resource Implications for HSE

21. The costs of producing this paper were approximately £10k (this is an attribution of existing costs, not the commitment of extra expenditure).

Action

22. SPU will respond to any further requests for information that HSC might make following its discussion of the Review. We are due to start production of the Business Plan imminently and will take on board any steers HSC gives. Once the Plan is in place, we will use the Balanced Scorecard to measure performance against it.

HSC/06/075 - Annex A

Mid-Year Review of the HSC Business Plan 2006/07

Fit 3 Strategic Delivery Programme

Objective	Progress
Deliver a 3% reduction in the incidence rate of work-related fatal and major injuries by 2007/08	The rate of fatal and major injuries fell by 6.8% in 2005/06; however this indicator has shown fluctuations in the past so it is too early to say if the reduction will be maintained.
Working with stakeholders to produce an agreed set of workplace transport (WPT) management standards <i>[N.B. Fit3 has now relabelled this work as the WPT Route Map - an easy to understand and readily accessible framework of current legislation, guidance and agreed good practice]</i>	<p>The public consultation for the Workplace Transport Route Map was launched on 5 June as planned. The three publicity events (Cardiff, Birmingham and Edinburgh) held in early July were exceptionally well attended and received with feedback suggesting that we had reached influential stakeholders with responsibility for over 150,000 workers. Consultation on the WPT Route Map has been completed with demand for places at three major seminars exceeding our expectations. Over 23,000 WPT leaflets have been distributed – exhausting a two-year supply in less than one.</p> <p>Plans for post consultation analysis by the WPT Stakeholder Group are being revisited in the light of resource challenges. A paper with the outcome of consultation will go to HSC in spring 2007. In addition to the publicity events we were commissioned by the editor of the influential Freight Transport Review magazine to write a 1200 word article on the benefits of our proposals. This was published at the end of Q2. <i>Health and Safety at Work</i> magazine is developing a series on workplace transport issues, with contributions from the entire HSE WPT community. First instalment published in October</p>
Moving Goods Safely – a supply chain inspection initiative aimed at reducing injury and ill health arising from the movement of goods in the logistics, road haulage and goods delivery sectors	<p>The field delivery stage of the project commenced in November 2006. Following the <i>Better Backs</i> Campaign, it will run until the end of June 2007. The team has selected 23 national supply chains, including ASDA, Booker, Home Delivery Network, Co-op, etc. Some of the LA/HSE teams leading the national supply chains have already planned their work; others have now assembled joint HSE/LA inspections teams and had initial meetings with company HQs. Communication and awareness raising has been achieved through presentations to Road Haulage Action Group, Warehouse Safety Forum, Parcel Carriers Safety Forum, Institute of Occupational Safety and Health, Chartered Institute of Transport and Logistics, Storage Equipment Manufacturers Association and Union of Shop, Distributive and Allied Workers. The HSE website has been updated to reflect the current changes in the MGS project.</p>
Undertaking a major media campaign aimed at promoting safe work at height and implementing the Work at Height Regulations 2005, backed by operational activity to embed improved working practices	<p>The Height Aware Campaign took place during May and June 2006. The aim was to help people identify when they are working at height and where they may be at risk of falling (see communications entry for further detail). We have now begun the evaluation process – anecdotal feedback has been positive, with particular support for the web-based “Fallington” microsite (an interactive guide to safe working at height) - there have been 50 requests to make ‘Fallington’ downloadable for use as an education tool.</p> <p>Consultation on the proposed Work at Height (Amendment) Regulations began on the 1 August 2006 and lasted until 31 October. To date feedback has been reasonably supportive of the approach proposed.</p>
Addressing slips and trips in target sectors, including the chemical industry using a range of operational interventions and following up and evaluating last year’s ‘Watch Your Step’ campaign	<p>The cleaning industry pilot project (Midlands) remains on track, with two industry seminars, involving both HSE and Local Authority (LA) staff, held during Q2. There were approximately 160 attendees, with a cascade reach of 60,000 workers. Initial analysis shows very positive initial feedback.</p> <p>We received the final draft of the “Watch your Step” (WYS) evaluation report at the end of Q2 and will report more fully in Q3. Figures appear to suggest that enforcement activities are sustaining the momentum gained during WYS.</p> <p>We have launched the redesigned slips and trips (SAT) web pages. It will contain the <i>Preventing Slips and Trips at Work</i> guidance in eight new languages. The translation process will continue over the next few months until all of HSE’s identified ‘other languages’ have been covered. In all, the leaflet will be available in 25 languages.</p> <p>There has been 7084 downloads of the SAT tool from the website since its launch. The SAT evaluation report, compiled by HSL as a result of analysis of user questionnaires highlights the satisfaction of users across sectors with the tool. Results show the tool in use across sectors, including widespread use in some of the worst performing sectors in terms of slip and trip industries such as catering, food</p>

HSC/06/075 - Annex A

Objective	Progress
	and drink and retail
Revising the Construction (Design and Management) Regulations 1994 (CDM), Approved Code of Practice (ACoP) and guidance, followed by a campaign aimed at the construction and design industries to raise awareness.	<p>The draft CDM regulatory package (Regulations, ACoP and Regulatory Impact Assessment (RIA)) was discussed at the Construction Industry Advisory Committee's (CONIAC) meeting in July, following which members submitted written comments. CONIAC's CDM Working Group (WG) discussed the package further at its meeting in August. The package was refined in the light of these discussions, and was agreed by HSC at its 17 October meeting.</p> <p>The Regulations' planned commencement date of 6 April 2007 is still on track, with the ACoP available 3 months beforehand. HSE and the industry are working together to produce a joint launch programme.</p>
Deliver a 6% reduction in the incidence rate of work-related ill health by 2007/08	The incidence rate of work-related ill health shows a statistically significant fall in 2005/06. The range of possibilities for this fall is 2%-20%
Providing an independent, 3-tier health and safety support service for small firms. We launched the 'Pathfinders' for Workplace Health Connect (WHC) in February 2006.	<p>The service includes a confidential, impartial advice and support helpline/website for smaller businesses, focused on occupational health issues, reducing sickness absence and assisting rehabilitation and return to work. WHC received its 1000th request for a workplace visit in July 06. On 18th July, a stakeholder event was held to mark and celebrate a successful first quarter.</p> <p>WHC continues to be a success. For the second quarter, the mix of a revised direct marketing campaign supported by telemarketing, and outreach by the Pathfinders, has delivered more than enough workplace visits referrals to the service (although calls to the Adviceline are still well below target). From August, the levels of telemarketing and outreach have been managed to ensure the service operates within the targets set and funds available.</p> <p>Up to 9 November 2006, there had been 3800 enquiries to the Adviceline and 2074 referrals to the Pathfinders for workplace visits, with just over 1500 initial visits held.</p>
Rolling out HSE's Stress Management Standards to 2000 organisations in local and national government and the health and financial services sectors, using a direct marketing strategy aimed at Chief Executives in conjunction with a series of workshops for Human Resource (HR) professionals	<p>Roll out of the Stress Management Standards with the volunteer group continues to pick up speed; 61 (out of 68) have now completed the initial survey and 5 have intervention plans.</p> <p>Fit3 has planned workshops to promote the benefits of managing sickness absence and the tools to do so to 2680 practitioners in the five target sectors. Delivery of the workshops is going well, with 67 planned and 11 already delivered during Q2 in LA Scotland, education and finance sectors. Informal feedback is excellent; formal evaluation is awaited.</p> <p>Securing the right delegates has been a challenge. The media route did not generate sufficient nominations and had to be supplemented by extensive but successful 'tele sales' by Policy Group, Sector and Field Operations Directorate teams. Three finance sector workshops have been deferred to February 2007 to allow time for more engagement.</p> <p>The 'Healthy Workplace Solutions' (Public Services/Stress) high-level events and early workshops have been delivered. We have secured the support of the Scottish Executive and Welsh Assembly, and the remainder of the 60-plus workshops are on track. Initial feedback from Local Education Authority (LEA) and National Health Service (NHS) events is positive although full evaluation cannot be completed until 07/08. HSE and the NHS staff council organised a seminar for NHS staff representatives to introduce the HSE Stress Management Standards.</p>
Following up the success of last year's national publicity and stakeholder engagement campaign on musculoskeletal disorders, <i>Backs! 2006</i> will be supported by a targeted inspection campaign	<p>The Better Backs mass media advertising began on 9th October with outdoor, press and radio advertisements focusing on a fictitious rock band called Bäackpain. A dedicated web site has been set up, which will be added to as the campaign progresses.</p> <p>The inspection campaign started on Monday 16th October 2006. A targeting portfolio has been produced that provides information on industry sectors where there is strong evidence that musculoskeletal disorders (MSDs) - and back pain in particular - are a problem. These sectors will be targeted for visits during Better Backs.</p> <p>The campaign is not enforcement-led, but inspectors will use enforcement measures if they feel these are necessary. The scale of involvement of HSE inspectors in this campaign is considerable - most FOD inspectors, including those in Construction Division, will take part. The involvement of local authorities is also significant. In fact, we estimate that around half of all local authorities will be carrying out inspections in</p>

HSC/06/075 - Annex A

Objective	Progress
	support of Better Backs.
<p>A series of Safety and Health Awareness Days (SHADs) addressing occupational asthma aimed at the motor vehicle repair (MVR) and woodworking industries, supported by a targeted inspection campaign and wide-scale operational interventions on asthma and skin disease in local authority enforced sectors</p>	<p>Two SHADs took place in July. Fifty people attended giving the potential to reduce risk by adoption of good practice for between 280- 420 vehicle paint sprayers. Four MVR SHADs are planned over the next few months. Two woodworking SHADs are planned in Exeter and Leeds.</p> <p>The Disease Reduction Programme has reached agreement with Food Standards Agency (FSA), to work together on tackling dermatitis in the catering industry, including producing joint guidance. FSA is a key stakeholder for catering so this achievement is a very significant outcome for the delivery of the catering work, giving HSE enormous influence in terms of gaining the support of LAs and the industry to our key messages and control measures. This partnership working also gives HSE access to databases, information and networks that improves our knowledge base and will be a significant resource saving for the project.</p> <p>Hairdressing - In partnership with local authorities, HSE is launching a campaign to tackle dermatitis among hairdressers. Jo Hansford, a well-respected colourist, is supporting the campaign and the press activity will step up a gear on 20 November with media photo-calls across the country along with direct mailings to salons. Local authority environmental health officers will be visiting salons with free samples donated by suppliers, seeking to persuade salon owners to use appropriate gloves and good skin care. The Disease Reduction team has developed very strong links with two key stakeholders: the Hairdressing and Beauty Association and the National Hairdressing Federation, who are supporting the campaign and working with the team to identify and take opportunities to promote these messages across the industry.</p> <p>Printing - the programme of inspector visits in London and SE will be completed, ~150 inspections are planned targeting those companies with between 5-100 employees not inspected over the last 3 years, where they are not complying with good practice FOD inspectors will take action.</p>
<p>Supporting the revised Noise at Work Regulations with an awareness and worker involvement campaign</p>	<p>The Control of Noise at Work Regulations 2005 came into force on 6th April. Between 16th and 27th June, HSE held four noise and vibration roadshows - <i>Managing the Risks</i>. Then in July 2006 the Noise and Vibration (N&V) Programme held a launch event aimed at construction, heavy fabrication, shipbuilding and foundry industries, to discuss high vibration processes, controlling hand-arm vibration and other related projects. This event gave them an opportunity to learn about the programme's forthcoming plans, and the collaboration it wishes to establish with industry, in order to address the challenges posed by the Noise at Work Regulations 2005.</p> <p>Twenty-seven firms have been recruited into the N&V Worker Involvement project so far (exceeding initial plans for twenty) and the team hopes to recruit a further five micro firms. The pilot was launched with support from Hugh Robertson in early July – we estimate that this pilot will cover around 5,000 workers.</p>
<p>Deliver a 9% reduction in the number of days lost due to injuries and ill health by 2007/08.</p>	<p>The number of working days lost per worker shows a statistically significant fall; around five million fewer days lost that last year. The range of possibilities for this fall is 3%-25%</p>
<p>Maintaining the commitment of other government departments to tackling this issue through the Ministerial Task Force (MTF). In particular, we will seek to influence senior management in the top 350 public sector organisations, sharing best practice and encouraging departmental 'champions</p>	<p>The network based on the MTF has been re-established, with political support from Lord Hunt and Department of Communities and Local Government (DCLG) ministers. Close links with the public sector's response to HWWB have been established. Peter Housden (Permanent Secretary at DCLG) has agreed to act as HWWB champion for the civil service and wider public sector.</p> <p>Performance information for NHS Trusts and LAs has been analysed to identify those organisations where interventions are likely to have the greatest effect.</p> <p>Three high level events for Chief Executives in NHS Trusts and LAs were run in September and November in partnership with sponsoring departments and employer organisations in the run up to the Healthy Workplace Solutions workshops</p> <p>A further event is planned for January to be sponsored by the Task Force, Public Services Forum and TUC. This work is linked to Stress Management Standards above.</p>
<p>Working with employers in the health service to address key</p>	<p>The NHS chief executives seminar was held, with Jonathan Rees as keynote speaker. Feedback from delegates was positive although attendance was under</p>

HSC/06/075 - Annex A

Objective	Progress
<p>issues including stress, manual handling, slips and trips, sickness absence and return to work, violence and aggression, and safety by design</p>	<p>target.</p> <p>A research report on violence/aggression (trainer competence) was published in September. We are discussing the recommendations with the NHS, and provided briefing for an episode of the BBC's <i>Panorama</i> programme - <i>Violence and Aggression in the NHS</i>, screened in November.</p> <p>The Healthcare Commission has agreed to include staff safety in the NHS core standards, and to trial HSE's Corporate Health and Safety Performance Indicator (CHaSPI).</p> <p>One roadshow delivered as planned, attracting 45 delegates from 14 NHS Trusts with a cascade reach of 20,000 workers. Local HSE inspectors/Health and Safety Awareness Officers (HSAOs) will follow-up on the delegates attending. The NHS's North East Working group, which was established after the Sunderland Roadshow, met in August to discuss and decide upon benchmarking and targets for slips and trips reduction in their local area.</p>
<p>Developing a benchmarking tool to measure local authority performance on managing sickness absence</p>	<p>The LA Benchmarking tool was renamed earlier in the year to the Performance Indicator tool, as this was more reflective of what it was attempting to achieve, i.e. to allow a LA to evaluate its own performance and look for continuous improvement, rather than to compare performance between LAs.</p> <p>The tool is being developed by a working group to allow LAs to measure how well they manage their organisation, including both sickness absence and health and safety.</p> <p>The working group, made up of LA employers, TUs and HSE, is intending to pilot the tool with LAs, using it alongside CHaSPI to evaluate how the two tools work together. This should also help identify whether one is the tool of preference for LAs, taking into account usable data for the organisation.</p>

Major Hazards Strategic Delivery Programme

Objective	Progress
<i>Nuclear</i>	
<p>Deliver a 7.5% reduction in the number of events reported by licence holders, which HSE's Nuclear Installations Inspectorate judges as having the potential to challenge a nuclear safety system by 2007/08</p>	<p>The nuclear indicator has shown an upturn during Q2 (an outturn of 37 against a plan of 34). This is attributable to emerging nuclear issues with operating reactors, ageing plant degradation and safety management issues at nuclear chemical plants. NSD is currently reviewing the potential impact of internal and external challenges to its operating environment. The report should be ready by next quarter. [Safety performance indicators (SPIs) have been agreed for British Energy operating reactors and are being factored into regulatory processes. SPIs are being agreed with Magnox operating reactors over the coming year. A project has started on developing SPIs for decommissioning nuclear plant, with draft SPIs to be available during Q3 2006. Work is ongoing to develop a set of licensee safety performance indicators (SPIs) across the sector].</p>
<p>Prioritising nuclear work to target our regulatory activities correctly and achieve greater consistency, proportionality and productivity.</p>	<p>The annual regulatory review meetings, held as part of NSD's Integrated Intervention Strategy, are making use of aggregated data sets on inspection findings and assessments of safety case adequacy. Further development work is in hand on inputs on corporate competence and operating experience feedback. NSD has also reviewed and revised its performance metrics so as to emphasise this objective.</p>
<p>Focusing a significant proportion of inspection interventions on the 'cornerstone' factors of compliance (e.g. license condition 22, which covers modification to existing plant).</p>	<p>'Cornerstone' factors are those that contribute most to the licensee's safety management performance, and the prevention of significant nuclear events. Overall for NSD the number of "cornerstone" inspection interventions has exceeded the baseline plan, although there have been some minor variations across the Operating Divisions. (The increase has arisen from a number of reactive inspections against these cornerstones in response to specific incident / event investigations). Initial results are being used to further refine and focus additional interventions to tackle those areas of dutyholders' activities that are giving rise to concern.</p>
<p>Complete the revision of NSD's Safety Assessment Principles (SAP) and start work on revising the underpinning Technical</p>	<p>The revision of the SAPs will be complete by the end of November 2006. A table of how we have addressed the comments from the public consultation is being completed in parallel with a table tracking the 1992 SAPs to the new ones. A paper describing the reasoning behind the 'targets' defined in the SAPs will be published at the same time as the SAPs. The updated ALARP ('As Low As Reasonably Practicable') Technical Assessment Guidance (TAG) will also be published with the</p>

HSC/06/075 - Annex A

Objective	Progress
Assessment Guides.	SAPs and plans are in preparation for the remainder of the TAGs to be updated in line with the SAPs. Those TAGs relevant to new build will be prioritised.
Securing improvements in quality of duty holder's safety submissions and supporting this by clarifying standards and expectations on 'fit for purpose' safety cases.	Initial discussions have been held with dutyholders at corporate level. Work ongoing in preparation of further guidance (see below item, also)
Clarifying what constitutes adequate licensee arrangements for producing safety cases.	New section included in revised SAPs (to be published by end of November). Supporting guidance to be produced during quarter 4 2006/07.
Offshore	
Deliver a 45% reduction in the number of major and significant hydrocarbon releases in the offshore oil and gas sector by 2007/08.	For Q1+Q2 06/07, the offshore indicator is marginally behind plan (an outturn of 35 against a plan of 34). However, given the low figures involved, this is not significant in terms of trendline. The offshore programme of work continues as planned.
Continuing a key inspections project to inspect over 100 installations over three years, aimed at improving asset integrity and working with industry to develop an asset integrity tool kit	Key programme 3 [KP3], which addresses offshore installations integrity issues, has continued with the target number of inspections largely being met. A number of enforcement notices have been served. KP3 is due to complete in March 2007. It has encouraged the offshore industry to re-focus on asset integrity and the UK Offshore Operators Association (UKOOA) has produced an asset integrity toolkit and lifecycle checklist for this purpose. The programme has found fundamental deficiencies in duty holders audit and monitoring systems. The inspection of offshore companies' internal assurance processes will be included in HSE's offshore intervention strategy for 2007/08
Carrying out a structured inspection programme, targeting deck and drilling operations on all offshore installations to eliminate fatalities and reduce all other incidents from these activities by 20% from a 2001 benchmark, and to disseminate lessons learned to the industry	Phase 2 of the programme commenced on 1 December 2005 and completes 31 st March 2007. To date 75 onshore and offshore inspections have been carried out with 200 written requests for action, including five improvement notices served. Unfortunately there has been one fatality in this period but the targets for other incidents have already been met. The major finding is that of a lack of effective auditing and monitoring of the management of lifting operations. The programme is being refined to address this in 2007/2008. A joint industry/HSE workshop is planned for March 2007 to communicate the programme findings and further stimulate and focus action by the industry. The programme's approach to inspection of lifting management is being adopted/used globally by the International Regulators Forum members and all North Sea regulators.
Implementing the revised Offshore Installations Safety Case Regulations, to better target assessment resources and enhance approach to validation	The Offshore Installation (Safety Case) Regulations 2005, [SCR05], came into force on 6 April 2006. New guidance was prepared to assist implementation. One of the key changes brought about by SCR05 has been removal of the requirement for a 3 yearly resubmission of the safety case, which required assessment and acceptance by HSE. There is a new requirement for duty holders to carry out a thorough review of their safety case when necessary, but at least every 5 years, and to send a summary of the review to HSE. These summaries will not be subject to acceptance but will help HSE to better target inspection activities. These, along with other changes, will free up inspector time from desk-based safety case assessment and allow more time for on site verification and validation of the statements and demonstrations made in the safety case. This change has already begun, however the full benefits of these changes will not be realised until after the regulatory transitional period has expired (i.e. after October 2007)
Working with industry and trade unions via Step Change in Safety and the Offshore Industry Advisory Committee to improve workforce involvement (including continued publication of HSE's newsletter for offshore 'Tea-shack News')	<i>Step Change in Safety</i> is a unique industry partnership bringing together the major companies, contractors, trade associations and the Regulator with the remit to 'make the UK the safest oil and gas exploration and production province in the world by 2010'. This is focussing on three strategic areas: recognising hazards and reducing risk (aligned with the structured inspection programme targeting deck and drilling operations); personal ownership for safety; asset integrity (aligned with the structured inspection programme on asset integrity); underpinned by leadership, Offshore Division influences the direction that <i>Step Change in Safety</i> takes through the Head of Division being a member of the Step Change Leadership Team. A

HSC/06/075 - Annex A

Objective	Progress
	<p>nominated Band3 Inspector in a liaison role maintains Day to day contact, and a Band3 Inspector has just returned from a period of secondment with Step Change in Safety.</p> <p>Descriptions of health and safety incidents are shared and broadcast through a website (www.stepchangeinsafety.net) designed, built, run and maintained by Steel Construction Institute on behalf of the Step Change in Safety Team. The website, launched in August, incorporates sections for news, discussions safety alerts and one for sharing resources. By concentrating on communicating and sharing critical information, the Step Change in Safety website continues to make a positive contribution to reducing incident recurrence in the offshore sector.</p> <p>Tea Shack News is providing a useful means to update offshore workers about the activities we undertake and also in raising awareness about good safety practice and guidance available to the workforce. The next edition is scheduled for late November early December 06.</p>
Onshore/Chemicals	
<p>Deliver a 15% reduction in the number of relevant RIDDOR reportable dangerous occurrences in the onshore sector by 2007/08.</p>	<p>For Q2 06/07, the provisional outturn figure from the onshore indicator is 77 (ahead of the Q2 target of 80). We are still working to validate this figure, having identified problems with the way some 'dangerous occurrences' have been entered onto our new operational data collection system</p>
<p>Targeted intervention at the 1100 major hazard sites regulated under the Control of Major Accident Hazards (COMAH) Regulations</p>	<p>COMAH sites (Lower Tier and Top Tier) all have specific interventions plans in place. Inspections have been undertaken in accordance with the priorities set out in these plans. There has been a high amount of resources given over to major incident investigation and follow up (including Buncefield). As a result, there will continue to be a need for some reprioritisation of inspection issues at lower risk COMAH intervention sites.</p>
<p>Working with industry to develop Process Safety Performance Measures and incident precursor measures</p>	<p>Following publication of HS(G) 254 'Developing Process safety Performance Indicators', a partnership programme to develop SPIs with key representative organisations is being implemented across the onshore sector; there is a positive 'take up' by companies.</p>
<p>Devolving the planning tool, used presently by HSE during assessment of the potential consequences of land usage around major hazard sites, to local planning authorities</p>	<p>The project has now entered into Phase 3 of 4 of the rollout programme, having rolled out to over half of the Planning Authorities (PAs), 265 out of 457, (58%) within budget and to timescale. Current reports and feedback indicate that PAs are comfortable with the system, 468 formal consultations have been made since May. Internal procedures are being put in place to support our PA Stakeholders, ensuring HSE's advice remains current and is appropriately maintained. Monitoring mechanisms are being developed and will be implemented post rollout.</p>
<p>Structured inspection/education programmes, at selected installations, on health issues such as dermatitis, legionella and asbestos.</p>	<p>A programme identifying priority health issues has been developed. This includes: Legionella - targeted interventions have been completed often followed by stakeholder interventions, for example, visits to Chemical Industries Association (CIA) Responsible Care Cells to discuss the findings. Dermatitis – targeted inspections at, for example, contract manufacturers. Asbestos – a series of safety and health awareness days is being completed followed by a programme of targeted interventions in Quarter 4.</p>
<p>HSE will deploy significant resources to investigating the December 2005 explosion and fire at the Buncefield oil storage depot. We will follow the inspection with appropriately targeted inspections and by promulgating the lessons learned.</p>	<p>HSE working as the Competent Authority (with the Environment Agency and Scottish Environmental Protection Agency) has formed a Task Group with industry to undertake a comprehensive and thorough review of facilities like Buncefield, and to implement the recommendations for improvement emerging from the incident investigation. An initial Task Group report was published in October 2006, calling for industry to take immediate measures to implement eight key action points at major petroleum storage facilities. The Task Group will make a full report, making its final recommendations to industry aimed at enhancing safety and environmental standards, by July 2007.</p> <p>HSE has supported and resourced the independent Major Incident Investigation Board (MIIB) set up by the Commission to lead the investigation into the fire and explosion at Buncefield. The high resource input was maintained through 2006 to ensure a thorough and robust investigation of the causes and considerable support has been forthcoming from the Environment Agency and HSL. An important aspect of the work has been to make the primary causes of the incident available to</p>

HSC/06/075 - Annex A

Objective	Progress
	stakeholders and the public via reports issued by the MIIB.
The Onshore Specialised Industries Programme also continues to deliver priority interventions for the mining and open cast coal sector, the gas supply and major pipeline industries, explosives, and dangerous pathogens and genetically modified organisms.	Compliance against the new Manufacture and Storage of Explosives Regulations through planned interventions and investigations continues to be checked. Assessment of COMAH new entrant safety reports to revised Safety Report Assessment Manual timetable. Transition to new default classifications for fireworks for transport in progress. Delivery of updated competence frame work to new explosives inspectors
Major Hazards Cross Cutting Programme	
Identifying the techniques, methods and approaches used in assessing human behaviour as a precursor to major accidents, and establishing best practice	<p>A trial of a revised performance metric as part of the overall Major Hazard precursors project has commenced in Nuclear Safety Directorate (NSD), in preparation for planned implementation in April 2007.</p> <p>We have developed a model to show the links between safety culture, safety management systems and performance indicators.</p> <p>A programme of joint team inspections to analyse the safety culture of dutyholders in different industries and learn the benefits of different approaches has been established. The outcomes are to be evaluated by HSL and this is the first phase in establishing what we need to do to bring about high reliability organisations and positive safety culture in MH sectors.</p>
Engaging more effectively with large organisations by contributing to the Large Organisation Partnership Pilot (LOPP).	A large organisation acting as a contractor across the whole of the Major Hazard sector has been proposed as a candidate for the second phase of this project. Further implementation is suspended pending the outcome of the Board's 'fine-tuning' initiative

LA's and HSE Working Together STEP

Objective	Progress
Implementing the agreed revised governance arrangements for the partnership nationally, regionally and locally, including the work of the 'Local Government Panel' (in routine dialogue with HSC), a reconstituted 'HELA', and regional partnership arrangements	<p>As part of revised governance arrangements for the partnership, the first and second meetings between a newly established "Local Government Panel" and HSC took place in May and November 2006. The first two meetings of a reconstituted HELA also took place in March and October '06. In each region, arrangements are either in place or being developed with local authority representatives' officers and elected members, to create regional governance and planning forums. Nationally, LACORS' Health and Safety Policy Forum derives membership from the partnership regions who are also part of the governance arrangements.</p> <p>As part of the Board's consideration of the Fundamental Review, It put forward proposals for making the partnership "the way we do business". A "partnership management plan" is being developed to take us through to March 2008, reflecting the proposals in the Fundamental Review.</p>
Providing better training, support and communication for and with LAs, directly linked to HSC's priorities and reflecting the needs of the Fit3 strategic programme	<p>The last of the joint HSE/LA Fit3 roadshows were held in April; with this Programme playing its part in helping deliver key messages. The Programme team has also worked closely with the Fit3 team seeking to ensure we're as organised as possible on e.g. LA reporting and early planning for the LA contribution to the Fit3 portfolio for 07/08. Partnership Managers and their teams have remained a vital bridge in setting up arrangements for joint planning and in relationship building. LAs uptake of Fit3 priorities in service plans has been a real success with a commitment to contribute around 400 staff years in 2006/07 and with plans for 2007/08 well advanced. LAs are also making a growing contribution to policy and programme governance design and development. This substantial commitment of time pledged by LAs for 2006/07 indicates that significant progress is being made and early indications from Partnership Managers and LA colleagues are that delivery is on track. More detailed information should be available later in the year.</p> <p>The programme of training for LAs on agreed priority areas (stress, asbestos and legal update) has now been completed. A multi-disciplined working group, with representatives from HSE, LACORS and professional bodies has been established</p>

HSC/06/075 - Annex A

Objective	Progress
	to produce a long term plan for integrating training between HSE and local authorities which ensures skills are embedded not just learned.
Continuing to make science and technology funding available to LAs for new projects, and evaluating those already started	Take up by LAs of the S&T initiative has been encouraging and deliverables are starting to be utilised e.g. a web version of the Enforcement Management Model. It is too early to evaluate the impact of those projects as only a small number have completed but information is expected in 2007. In addition, an interim evaluation of the whole initiative is planned for 2008.
Evaluating pilot work carried out on joint HSE/LA inspector authorisation in enforcement, with the aim of creating a flexible system and structure which allows joint resources to be used in the most effective manner	Two "flexible warrant" pilots have been completed and evaluated (Hants/IoW and Yorks/North East) and a number of other pilots intended to test various aspects of flexible warranting are underway or nearing completion (including Central Fife and Tayside, Western Isles, South Hams, Suffolk, Medway, Gatwick). HELA in October 2006 agreed to set up a Task and Finish group to oversee development of the approach with a view to the system being rolled out for national use during 2007. This will be followed by an assessment of the options for making further changes to the legal framework of the Enforcing Authority Allocation Regulations.
Working with other regulators and local authorities to develop a more joined-up approach to describing priorities for LAs, and how regulatory outcomes can be measured to ensure continuous improvement of their delivery	Ongoing. A member of HSE's Local Authority Unit (LAU) has been seconded to the Local Better Regulation Office (LBRO) and performance management and evaluation plans are currently being shaped by the work in LBRO. LAU officials are representing HSE's interests on the Better Regulation agenda by membership of a series of Better Regulation Executive and LBRO working groups.
Delivering HSC's priority initiatives by HSE's Partnership teams in the field, working with LAs to co-ordinate the various activities and elements of the partnership.	HSE's Partnership teams have played a key and active role in working with LAs, and securing commitments and contributions to delivery plans on Fit3 and PSA targets & contributions for 06/07 and 07/08.

Business Involvement STEP

Objective	Progress
Delivering the benefits from a more customer focused approach being piloted through the Large Organisation Partnership Pilot (LOPP)	<p>LOPP was launched in October 2005. A joint initiative between HSE and LAs, it aims to improve health and safety through more effective engagement with large multi-site organisations. Each organisation is allocated an Account Manager (a lead inspector) who acts a national focal point for all contact with enforcing authorities. The Account Manager draws up engagement and improvement plans together with the business to deliver the organisation's health and safety priorities and contribute towards national priorities.</p> <p>One of the key objectives of LOPP is to provide a better targeted and more consistent and co-ordinated approach to inspection of multi-site organisations. LOPP currently comprises 14 organisations from both the HSE and LA-enforced sectors. Each organisation employs more than 10,000 employees, over a million in total.</p> <p>A review of the first twelve months of LOPP is now being undertaken. Interviews have been conducted with all Account Managers and Account Directors, and partner organisations have been surveyed via questionnaire. A plenary meeting of the LOPP community was held on 3 November to share and discuss the early findings. The completed review (available in the New Year) will both inform improvements in our dealings with current LOPP companies and feed into our wider consideration of how we can work most effectively with large organisations.</p>
Further promoting corporate responsibility, director accountability and health and safety performance reporting through, for example, guidance and self assessment/benchmarking	<p>The Institute of Directors (IoD) is leading a stakeholder steering group, with Business Involvement Unit providing the Secretariat that will develop new guidance for directors on their health and safety responsibilities.</p> <p>Completion of the Small and Medium sized Enterprises (SME) indicator continues to exceed targets (5700 completions versus target of 4250) and we continue work with partners (e.g. businesslink.gov) to maintain its momentum.</p> <p>Promotion of Corporate Health and Safety Performance Indicator (CHaSPI) via</p>

HSC/06/075 - Annex A

Objective	Progress
tools	various means remains a high priority. Recent activity includes a presentation to Amec, a major infrastructure company, to persuade them to use it, as well as the case for its use being made to Airbus by the HSC Chair. So far 70 organisations have completed (against a target of 75) and 48 of these have gone public with their results.
Ensure business can find simple, easy to understand information and advice on health and safety on both HSE's website and Business.gov	We continue to work with business.gov colleagues to ensure helpful, practical and up to date information is easily accessible on health and safety issues for small businesses. A change of personnel at business.gov has given us an opportunity to look at development of further information guides in the latter half of 2006/7.

Worker Involvement STEP

Objective	Progress
Consulting on the most effective ways to stimulate better dialogue between workers and employers	HSC's consultation on strategies to improve the quality and quantity of worker involvement in health and safety risk management ('Improving worker involvement, improving health and safety') closed on 8 September. 440 responses were received from not only TUs and safety reps, but also from trade associations and key employer organisations such as the CBI, FSB and EEF. The Programme presented a first findings paper to HSC in November and will provide a full report on the consultation, with recommendations for implementation of its findings, for the Commission's meeting in February 2007.
Publishing and promoting case studies giving practical examples of how organisations have introduced and improved worker involvement, in particular through HSE's delivery programmes	Work to produce further case studies was put on hold pending the results of our consultation, which closed in September. Early indications are that consultees would welcome more illustrative examples of involvement in practice (and some good examples have been provided by respondents). It is likely that future case studies will be built into guidance, rather than published as stand-alone products. It is anticipated these will be produced in 2007
Administering the third (and final) annual round of the Worker Safety Adviser (WSA) Challenge Fund, evaluating the second round projects and disseminating emerging examples of good practice, and developing proposals for the future of the WSA initiative, implementing any ministerial decision.	<p>Lord Hunt announced the third and final round of the Fund in March 2006. The quality of applications continued to improve and 13 projects were awarded funding. We have received evaluation reports from the first two years of the Fund. The reports tell us that the Fund has had some successful outcomes. In the organisations it was able to reach, it has:</p> <ul style="list-style-type: none"> • Engendered positive attitudes towards worker involvement; • Increased levels of worker involvement in some areas (although it is too soon to assess the long-term sustainability of these improvements). • Improved (or is likely to lead to improvements in) health and safety. <p>One of the positive outcomes from the Fund was that it reached a number of small and micro-sized organisations and hard-to-reach groups of workers, many of which would not have been receptive to advice from HSE or LAs because of the fear of enforcement action.</p> <p>However, despite these successes, it is not a particularly cost-effective way of delivering an advice service to SMEs. Stakeholders were asked whether HSE should continue to promote a voluntary initiative like the fund but none of the options attracted general support or consensus. Therefore, HSC agreed an HSE recommendation that the WSA initiative should be discontinued and the findings are built into HSE's mainstream activities and inform current thinking on how best to offer advice and support to SMEs.</p>

Enforcement STEP

Objective	Progress
Using enforcement to support the Fit3 SDP	Considerable progress has been made to embed the role of preventive enforcement into Fit3 planning and delivery. Compared with the same period last year the provisional data available for the year to date shows an increase in notices served of over 20%. The STEP has reviewed the descriptors for the initial enforcement expectations contained in the inspection topic packs and relaunched them.

HSC/06/075 - Annex A

Objective	Progress
	<p>Additionally, work is continuing to provide inspectors with tools to aid them in taking prosecutions arising from preventive work, learning lessons from a successful pilot in the construction sector. The successful delivery of some Fit3 programme plans is highly dependent on a significant contribution from LAs. LAs have attended the Fit3 Roadshows and internal HSE guidance is being translated into the appropriate LA format. Taken together with the proposals from the efficiency workstream, it is reasonable to assume that Fit3-directed inspection will lead to an increased level of preventive formal enforcement activity, including prosecutions. However, there remain considerable challenges around the extent to which enforcing authorities have the requisite intelligence capability to target poor performers effectively.</p>
<p>Investigating and prosecuting more efficiently and effectively</p>	<p>The Programme has developed measures to improve the targeting and planning of investigations; share best practice and develop inspectors' investigation and enforcement skills; enable close management of enforcement activity; improve investigation recording and review; provide better management information; and clarify enforcement expectations. Compared with the same period last year the provisional data available for the year to date shows an increase in legal proceedings. Performance management measures have been trialled in three FOD divisions and were adopted by FOD operational managers at their forum in October. The next phase of the Programme will measure the benefits and share the lessons learnt and good practice identified within HSE and with LAs.</p>
<p>Identifying, targeting and bringing 'rogue' traders to account</p>	<p>An exploratory meeting has been held with the Environment Agency to consider the potential for sharing information and terms of reference are now under development for a workshop with Environment Agency and LA representatives to discuss experiences and further joint working on this issue. We are also exploring links with wider cross cutting work on data sharing and considering what intelligence should be sought and how this would be used to deliver improved health and safety outcomes, including the potential impact on existing planned work such as Fit3 programme activity.</p>
<p>Optimising and sustaining, through communications, the ripple and deterrent effect of these activities</p>	<p>The Programme continues to seek to ensure that a consistent message on the role enforcement plays in underpinning delivery of our goals, is communicated to inspectors. The Programme is also examining how HSE, and to an extent LAs, can make best use of publicity to build and sustain a ripple effect from enforcement activity, especially in Fit3. Communiqués have been issued to inspectors reminding them of adherence to the Enforcement Policy Statement principles. Initial milestone that better signposted, relevant and accessible enforcement microsite and intranet pages would be ready by end of July missed due to unexpected loss of resource. Internal recruitment of a replacement communications manager is ongoing and a training package is to be provided by Communications Directorate. A workshop is planned to agree the means of taking forward this workstream, assigning roles and responsibilities.</p>
<p>Ensuring that the relevant programme proposals mesh with HSE's work to control major hazards.</p>	<p>A major hazards working group has met and their terms of reference endorsed by HID and NSD senior management. The group has established a workstream specifically to review the Enforcement Programmes proposals in the major hazards context and will make recommendations to ensure that proposals to be adopted will improve existing arrangements and add value in the major hazards sector</p>

Policy Programme

Objective	Progress
<p>Reviewing the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR), to improve the focus and efficiency of information collection from the point of view of both HSE, LAs and duty holders</p>	<p>The fundamental review of RIDDOR was conducted during 2005 and early 2006. HSC considered the outcome in July and concluded that having thoroughly examined needs for information, stakeholder views and potential change options, there was no clear appetite for radical change at present. RIDDOR and supplementary data sources provided enough intelligence for enforcing authorities to operate effectively and so the costs and risks of change, particularly change costs to business, were not worth taking at this time.</p> <p>However, the Commission asked HSE to make improvements to simplify the reporting process and its communication, particularly from the point of view of SMEs. Work is in hand. New RIDDOR webpages are due to be available early in 2007, simplifying and consolidating RIDDOR reporting and information into a single access point. Hard copy publications and publicity channels are also being re-vamped.</p>

HSC/06/075 - Annex A

Objective	Progress
<p>Reducing the burden of providing data to HSE by cutting the number of forms, the amount of information required on forms and using modern technology to make it easier to send information to us</p>	<p>Following the recommendations of the Hampton Report HSE undertook a zero-based review of all its forms and concluded that 54% of the current stock forms could be removed quickly as they are no longer in use and are not required by law. In addition a smaller number of forms that are required by the regulations are to be reviewed with a view to simplification or removal.</p> <p>Three projects have been set up to look at reducing the number and burden of HSE forms, e.g. considering removal of the F9 (notification of new factories).</p>
<p>Continuing the campaign to tackle excessive risk aversion, culminating in the promotion of a set of principles of sensible risk management and clear, effective guidance. The goal of the initiative is to help business:</p> <ul style="list-style-type: none"> - manage risk sensibly, not try to eliminate it altogether; and - be able to undertake simpler, quicker, proportionate risk assessment 	<p>In August 2006 a package of measures was launched. It included a set of principles of sensible risk management, the revised '5 steps to risk assessment' guidance with four examples of risk assessments, and new risk management web pages.</p> <p>The principles aim to get the focus back on managing risks that cause real harm and suffering and away from bureaucratic back covering. They also help underline the fact that HSE staff work hard on saving lives, not stopping them.</p> <p>In October 2006 a second phase plan for the sensible risk management initiative was agreed with key internal and external stakeholders. This concentrates on embedding proportionate and non-bureaucratic risk management with a first priority on the Local Authority and Education sectors. It will be delivered through partnership with leading interests in these sectors.</p>
<p>Finalising, publishing, monitoring and reviewing the delivery of HSC/E's simplification plan, which contains initiatives for reducing administrative burdens on business, regulatory consolidation and wider better regulation projects.</p>	<p>The plan was published on 11 October 2006. It aims to make it easier for business to understand how to comply with standards that protect workers and the public. HSE is the first, and so far the only, government department or agency to publish its finalised simplification plan. The plan contains initiatives that make a significant contribution to HSC/E's commitment to work towards a 25% target reduction in administrative burdens by May 2010 (where they are not constrained by EU requirements).</p> <p>A system of monitoring and review is now being developed to ensure progress, support reporting requirements and suggest additional projects for inclusion in future iterations of the plan.</p>
<p>Providing renewed impetus to ensure that the better regulation agenda is fully integrated into policy development.</p>	<p>Work with teams developing policy is on-going to embed the principles of better regulation and an initiative is being developed to provide seminars/workshops to policy officials on impact assessments and better regulation in policy making.</p>
<p>Producing an expert report on the health and safety implications of the Energy Review to the Government by 30 June 2006</p>	<p>The HSE Expert Report was published on 28 May, ahead of the Energy Minister's deadline. The nuclear safety dimension to the Energy Review is for discussion with HSC on 5 December.</p>
<p>Reviewing the gas safety regime</p>	<p>This is a review aimed at improving standards of domestic gas safety in ways that minimize HSE's involvement. The three projects have been completed and the individual reports are being finalised. The next stage in the review is for proposals for changes to the regime to be put to the Health and Safety Commission and, if accepted, to Ministers in the new year.</p>
<p>Working with HSE's Major Hazards SDP and other government departments to present options to Ministers on issues surrounding societal risk and land use planning</p>	<p>Ministers have agreed that societal risk issues need to be reflected in the land use planning process and in managing risk from major hazard sites, and that there should be a consultative exercise in early 2007.</p>
<p>Reviewing the COMAH charging regime.</p>	<p>This work is on going.</p>

Communication

Objective	Progress
<p>We will build on the success of large-scale campaign</p>	<p>Falls: A full evaluation report is due in December. Post campaign findings on awareness show a real impact and confirm learning from other campaigns – for</p>

HSC/06/075 - Annex A

Objective	Progress
<p>activity in 2005/06, with two major campaigns aimed at reducing falls from height and bad backs. The campaigns will use TV, press, radio and online advertising media.</p>	<p>example, high levels of pre-campaign awareness of our messages. We need the full report to understand better what is emerging but there is cause for some satisfaction – a clear increase in awareness of advertising with radio ads making a particularly good showing.</p> <p>Better Backs: The campaign launched on 9 October at an Earls Court Tesco store with Liz Prosser from Backcare UK, one of two main partners. Exercise demonstrations throughout the day were followed up by nationwide events in locations across the country to raise the profile of campaign issues. Large posters (48 sheets), adverts on commercial radio stations nationwide, and press ads carried a 'Whatever Your Job, Look After Your Back' strapline and the creative presentation is a series of cameos of a rock band doing responsible and sensible things to protect their back. Messages focus on protection – using lifting aids, staying active and employers and workers acting together to address problems. A strand for employers only, promotes looking after staff. Behind the scenes, the stakeholder engagement team has worked hard to bring on board key stakeholders. A stakeholder discussion forum has launched, 160 organisations have signed up, 55 events have been funded and over 25,000 campaign packs have been distributed.</p> <p>We have had around 37,000 visits to the campaign microsite so far (4 weeks) as a result of the press, billboard and radio ads. Press coverage has been positive on the whole and quite extensive including several feature pieces in major media including the web, which mean that more people are getting our messages. We will not have full formal evaluation of the campaign until early 2007 but anecdotal and soft indicators to date have been positive.</p>
<p>We will use communication campaigns on topics such as skin disease, asthma, asbestos, noise, vibration and the construction industry to support the Strategic Programmes' other activities.</p>	<p>Asbestos: The 'Don't Take the Gamble' asbestos campaign launched on 7 September encourages plumbing, heating and ventilating engineers to get further advice from HSE's Web or Infoline. It also reminds those in charge of buildings of their 'duty to manage'. Key campaign messages carried on playing cards (pull off format) include: 'Always ask if asbestos is present', 'Work safely with asbestos – wear a mask, vacuum up dust and don't cut or drill into asbestos with power tools'. Adverts are running in the trade press; advertorials in regional free sheets and press notices aimed at black and ethnic minority press should. A direct mail shot to 85,000 duty holders will promote a pack of materials to use with workers and free card packs for workers with key messages. We have secured 27 regional print articles and 33 regional broadcasts (3 TV slots).</p> <p>Skin: To encourage hairdressers to look after their hands, a campaign launches on 20th November using the tagline 'Bad Hand Day' and will feature direct mail, trade press, PR and stakeholder activity using giveaway materials. The initiative has already been trailed due to a briefing by LGA and has been picked up by several national newspapers. To provide a new focus we will be launching a National Hairdressing Day on Tuesday, 21st which will features activity involving the industry body HABIA (Health and Beauty Industry Association) and using Jo Hansford, a well-known stylist, in an event at the L'Oreal Academy in London.</p>
<p>We will also use communication activity to support corporate and policy initiatives, including events for stakeholders, online consultations, and national awards for health and safety.</p>	<p>HSE sponsored the health and safety award at the UK's National Business Awards. The judges looked for an organisation with a good health and safety record that demonstrates that health and safety is an integral part of its management processes. ADM Milling (a flour milling company) won the award. Bill Callaghan presented the award to Ian Pinner; Managing Director of ADM Milling.</p>
<p>We will review progress against Engagement plans for 25 key corporate stakeholders throughout the year with the HSE Board. We will also repeat a survey (originally run in January 2006) one year later to measure our impact</p>	<p>We made presentations to the Board in January and May 2006 reporting on progress. There have been a number of successes in our relations with key corporate stakeholders, as reported by our lead contacts. E.g. A 'Meet the Trade Unions 2006' workshop for Rose Court policymakers on working with TUs was well attended. A "What has HSE done for the trade unions?" document highlighting initiatives delivered with and for trade unions was well-received by TUC, IOSH and RoSPA: We are getting additional reach via their extensive networks through closer cooperation around campaign communications e.g. noise, backs and sensible health and safety. COI research to re-map our key corporate stakeholders and measure our impact began in November 2006.</p>
<p>A programme of events aimed at MPs and Peers will include</p>	<p>Party Conferences. HSC participated in fringe meetings at each of the main political party conferences this year: Liberal Democrats, Labour and Conservatives. These</p>

HSC/06/075 - Annex A

Objective	Progress
a new newsletter and receptions in Parliament. Additionally, HSC will undertake party conference activity.	were held in partnership with the Social Market Foundation and our theme was sensible risk and the compensation culture. In addition to the fringe meetings, Bill Callaghan and a Commissioner colleague held one-to-one meetings with key MPs. Our Westminster Newsletter was published in March and July 2006 and sent to MPs and Peers. A summer reception for Parliamentarians was held at the House of Commons in July 2006. In addition, a 'Friends of Health and Safety' briefing event was held in January 2006 and this will be repeated in January 2007.
The communications research programme will continue to deliver insights into the perceptions of key audiences, including employers, employees, citizens, MPs and key stakeholders.	MPs survey. Results of the Attitudes and Awareness Parliamentary Monitor Survey of MPs, wave 4, July 2006. 48% of MPs found HSE very or somewhat effective in June 06. This is a steady improvement over the year from 46% in November 05 and 43% in June 05. This means our positive rating has gone up from 29% in Jan 2004 to 48% now (a 19% point increase). COI's research among our key corporate stakeholders found us to be highly professional, trusted and increasingly committed to partnership working – with good and improving communications. However our organisational structure is seen as confusing and this can result in the left hand not knowing what the right hand is doing.
We plan to use the results from the 2005 staff survey to segment our internal audience to deliver more tailored communications to our own employees.	Staff survey data was analysed to establish whether or not we could segment our internal audiences by attitude. The conclusion of this work was that it was not feasible to identify groups of staff with common attitudes – the variations were spread right across the organisation making it difficult to tailor messages for specific groups.
Putting all communication activity onto a more formal programme/project working basis in line with developments across HSE	The Communications Programme, established in December 2006 is overseen by the Communications Programme Board, which met 5 times. The Board tracks progress against plans and considered criteria for selecting campaigns, communications training needs, and charging strategy among other issues.
Restructuring our Press Office to increase capacity for proactive media relations	The Press Office has been restructured to better meet HSC/E's communication objectives. It has adopted an exciting, new and more proactive way of working with a focus on those areas of HSE business aimed at meeting our PSA targets that are likely to achieve greatest results.
Reviewing our regional media relations	REFIT has completed an initial review of the current regional media relations provider (GNN), and has carried out two further pieces of work. The first is the drafting of a Service Level Agreement, which is about to be signed. The second looks at a proposed business case for conducting regional media relations 'in-house' by expanding the central Press Office team in the regions.
Developing our advice strategy to make information easier to access and use	Recent research into the HSE Website suggested we make it easier and more convenient for people to keep up to date with what's going on in health and safety at work. The recently launched free email bulletin service now has over 55,000 subscriptions - with over 500 from HSE staff. We've also improved the 'What's New' feature on the HSE Website. News and updates are categorised and it's possible to automatically 'feed' news from HSE direct to Websites, Intranets or PCs anywhere in the world.
Implementing online improvements identified in a web users' survey.	The online survey resulted in several improvements. In addition to the email bulletin and 'newsfeeds' service (above), HSE's Website has higher rankings on all major search engines – and we are working on a new homepage and site structure to take account of customer requirements. We have also encouraged HSE staff to use the Website and Intranet – and keep material up to date. As a result the number of updates has almost doubled in 2006/7. A new web content management system (due April '07) will help deal with the extra load. Traffic to the Website has continued to grow this year and October 2006 was the busiest month to date.

Science and Innovation

Objective	Progress
Commission new surveys to track improvements in exposure to risk and in the control of risk relevant to the health and safety outcomes, injuries, ill health and days	Baseline surveys of GB workplaces and employees have been completed. Follow-up surveys to provide measures of change in cognitive and behavioural measures of workplace practice are well in hand. The workplace follow-up survey is currently in the field and is expected to report early in 2007. The follow-up employee survey is currently in development. Fieldwork is scheduled for the first three months of 2007

HSC/06/075 - Annex A

Objective	Progress
lost, that form the basis of HSE's contribution to the PSA.	and reporting is due by mid-2007
Prepare an action plan to address the recommendations from the Office of Science and Technology's review of HSE's Science Strategy as a priority.	The Office of Science and Innovation (successor to the Office of Science and Technology) Review of HSE Science has been further delayed and is not expected to report until late 2006. However, we are aware of the likely recommendations and have already put work in hand to address most of these. A note will shortly go to the Board seeking approval to purchase new software (from Upside) to replace TSD, Herald and other existing systems for commissioning and managing research and scientific support
Increase opportunities for partnership working with key external stakeholders and reintroduce the Competition of Ideas during 2006, by including invitations to address broad-based questions on risk and health issues.	Plans to reintroduce the Competition of Ideas during 2006 have been abandoned, with the Board's agreement, because the funding is no longer available. Patrick McDonald has embarked on a range of bilateral meetings with key external stakeholders to explain HSE's financial position and to seek opportunities for partnership working. CoSAS (EAU) has set up a concordat with the Economic and Social Research Council (ESRC). This is a forum to discuss areas for future cooperation. The last meeting led to two joint seminars (including also DH and DWP) and the publication of a brochure on occupational health.
Continue to strengthen the strategic partnership between HSE and the Health and Safety Laboratory (HSL) during 2006/07.	This is being taken forward as part of the Project to implement the recommendations arising from the Making Best Use of Science workstream of the Fundamental Review. A Project Board, chaired by Justin McCracken, has been established to oversee the work and John Hampton has been appointed as Project Manager.

Intelligence and Statistics

Objective	Progress
Work with counterparts in DWP and elsewhere in government to ensure that our policies and programmes support the wider employment and occupational health agenda.	CoSAS (EAU) works closely with: <ul style="list-style-type: none"> • The Food Standards Agency (FSA) and Department of Health (DH) on consistent measures for valuing life. This included several workshops with DH and FSA on the use of different methodologies and the implications for costs and benefits of H&S policies. • DTI and other on the Hampton implementation • HSE analysts are part of the network supporting better regulation across Whitehall. <p>HSE is leading on the evidence base for the Health Work & Well Being strategy. Cooperation with DWP and DH analysts has been difficult but is now taking shape as we are preparing a joint research project. At this stage we are bringing in DTI to include all aspects of the labour market and well being at work.</p>
We will be looking for increased co-operation with counterparts in DWP and elsewhere in government in data gathering and sharing to help reduce burdens on employers, e.g. by limiting the need for separate surveys	HSE has participated in the work of a Cabinet Office/BRE committee on data sharing (a medium to long-term initiative). We have also been involved with two subgroups set up by this committee, one examining options for a pilot study on data sharing between HSE and the Environment Agency, the other involving HSE in a "consortium" of Government Departments led by Revenue and Customs, developing a joint business register for administrative purposes. At HSE's suggestion, work is in hand in DWP to link industrial injury benefit records into the main benefits data warehouse to enable more informative analysis. Within HSE, the WHASS and Fit3 surveys are being merged.
Work with the Strategic Programme teams to organise their planning, performance management and evaluation.	CoSAS has developed analytical support for the programmes and other customer teams through the "Programme Support team" concept. Each programme area has a PST most of which consists of analysts from the social science, economics and statistics areas. The PSTs work with customers to provide evidence about interventions (for targeting and evaluation), and to raise the challenges that such evidence brings. CoSAS is reviewing the value of PST style support, and will make recommendations in the New Year.
Continue developing the evidence base for Major Hazards and the Strategic Enabling Programmes.	CoSAS has worked with the Major Hazards (MH) Strategic Programme to develop the evidence base in a number of ways, including reviewing the existing literature on incident causation and relevant control measures, improving performance indicators for PSA and other purposes, and learning lessons from safety culture interventions,

HSC/06/075 - Annex A

Objective	Progress
	<p>as well as supporting individual MH Directorates e.g. on research into valuing the health effects of nuclear radiation.</p> <p>For the Business Involvement (BI) and Worker Involvement (WI) Enabling Programmes, CoSAS has made good progress on analysing relevant survey questions (from Fit3, WHASS and WERS). Lack of funding has meant some research projects could not be commissioned, but the two programmes have continued to develop their use of evidence, e.g. in reviewing the Large Organisations Pilot Project (BI) and extending the Workers Safety Adviser Challenge Fund (WI).</p>
Analyse the first surveys in the Workplace Health and Safety Survey 'family' to give us a fuller picture of how injuries and ill health are influenced by employer and employee knowledge of risks, attitudes, behaviour and actions required.	CoSAS has provided programmes with top line results from the first surveys of employers and employees. The results cover employer and employee awareness of workplace hazards, training and other aspects of risk control. Next year CoSAS will secure and analyse the second wave of these surveys to estimate changes in such environment, and assess what this means for the effect of programme activity.
Re-examine the evidence for the current estimated proportion of cancer cases due to occupational exposure. We will work with both UK and international experts in the field and aim to publish the findings in time for discussion at a stakeholder workshop in 2007.	A draft report will be available towards the end of November 2006. The need for more robust evidence than was originally envisaged, means it will only present attributable numbers of cancers due to occupational causes for six of the most important occupational cancers: lung cancer, mesothelioma, bladder cancer, leukaemia, non-melanoma skin cancer, and sinonasal cancer. We are re-considering the need to provide an estimate encompassing all work-related cancers. This would provide an opportunity to enhance the strategic capacity of HSL in this area but would be subject to availability of funds.

Resources and Efficiency

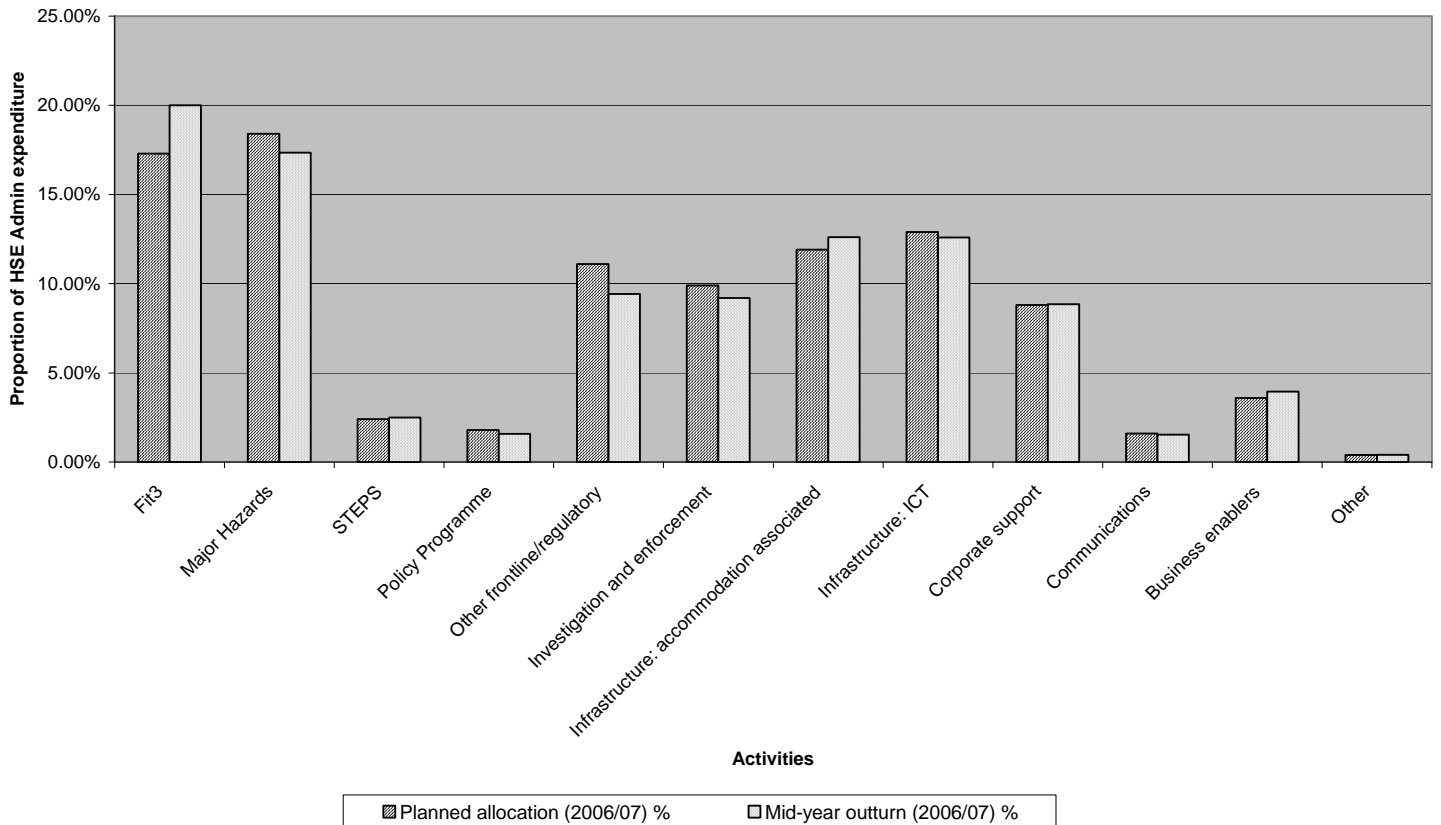
Objective	Progress
HSE has set an efficiency target of £50 million for 2005/06-2007/08.	HSE currently projects savings of £55m to be achieved by the end of 2007/08. So far (half-way through 2006/07), we have achieved £21.5m (43%) of the £50m target – ahead of schedule by around £4m. HSE is using the efficiency gains to offset inflation and live within its resource allocation.
Transforming HR service delivery	<p>The Human Resource Service Transformation Programme has seen the establishment of the HR Service Centre, appointment of HR business Partners and new processes and policies. e-HR is the final part of the programme and will rollout from October to mid December across all directorates.</p> <p>The benefits e-HR can be broken into two main categories:</p> <ul style="list-style-type: none"> • Streamlining the transaction process - staff will enter information directly into e-HR and not need to continuously enter the same information • Helping managers manage by providing better support and management information.
Implementing a new Corporate Operational Information System (COIN)	<p>NSD went live on COIN from 15th May 2006. This completes the system's rollout across HSE's operational directorates. The project team have now delivered over 270 training courses and the system now supports over 2600 users.</p> <p>There have been some problems with COIN as the system beds in. The Board has expressed its determination to ensure that improvements to the performance of the COIN are made as soon as possible. HSE has commissioned an external lessons learnt exercise to learn the lessons from this project so that we can apply them in future to any of our activities where they are relevant. Some of the lessons are already being applied in the e-HR and EDRM and Outlook projects, but we believe there are many more still to be identified.</p>
Increasing front line delivery	<p>HSE has set targets for operational productivity - defined as the proportion of resources involved directly in 'front-line' work – for each year of the SR2004 period. These targets are equivalent to savings of around £12m over the period (with £1.5m delivered in 05/06).</p> <p>Half way through 2006/07, HID are on target and FOD slightly behind target (62% compared to a target of 64%). NSD is significantly behind (56% compared to a target</p>

HSC/06/075 - Annex A

Objective	Progress
	<p>of 62%) and unlikely to catch up. This is due to the need to divert resource into progressing the SAPs (Safety Assessment Principles) project, providing input to Major Hazards Cross-Cutting initiatives, the Energy Review, preparing guidance for 'New Build', and continuing initiatives to improve management capability. NSD's general admin, planning, training and international activity has reduced since the beginning of the year, as planned.</p>
<p>Improving our management of information.</p>	<p>EDRM is an effective and structured way of managing our information. HSE will introduce an EDRM system called TRIM, a new way of saving, storing and retrieving documents, records and emails. EDRM will be the place to find accurate and up to date information and help to improve communications. It will help HSE become a more open and informed organisation. EDRM will help us meet modernising government initiatives and our legal requirements under the Freedom of Information Act. Training began in July 2006 and roll out is due for completion by November 2007</p> <p>The benefits will include: being able to store and find documents; records and emails in one place; being able to share information more easily across HSE; having access to the same pool of information wherever you are, e.g. office, home, hotel; and using the same system and work in the same way as colleagues across HSE.</p>

HSC/06/075 - Annex A

Comparison of planned Admin resource allocation with the mid-year outturn`



The 06/07 Business Plan contains a pie chart showing the planned allocation HSC/E's Admin budget across the main programmes and activities. We have repeated this exercise using mid-year outturn figures and presented the results in the table above.

The two profiles show that HSE has applied resources broadly as planned, the main differences being:

- A 3 percentage point increase in resource attributed to Fit3 work;
- A 2 percentage point decrease in resource attributed to 'other frontline/regulatory' work; and
- A 1 percentage point decrease in resource attributed to the Major Hazards Strategic Programme.

The difference between the first two categories is the result of some deliberate reprioritisation by FOD in Fit 3's favour (at the expense of 'other frontline/regulatory' work). Policy Group has also increased the proportion of resource it devotes to Fit 3.

The fall in Major Hazards expenditure is the result of slight decreases in the proportion of resources that Fit3, HID and CoSAS have devoted to the Strategic Programme during the first half of the year.

The results of this exercise are interesting, but there are a number of limitations to the data:

- HSE's budgets are not allocated on the basis of these activities. Collecting this data involves asking each HSE directorate to make a judgement on how they have deployed their resources. Only full work-recording would allow us to conduct this exercise more accurately;
- Since we published the 06/07 Business Plan, it has become clear that we needed to trim back our spending if we were to remain within budget. Directorates have now replanned within smaller allocations than they used at the start of the year;
- The exercise compares a full-year's plan with a mid-year outturn. However, HSE's spending across the year (and particularly this year – see the point above) is not linear. Therefore, the chart above does not account for the fact that spending may increase or decrease in the second half of the year. Repeating the exercise at the end of the year would provide a more meaningful result.