

Health and Safety Commission Paper		HSC/06/051	
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HEALTH AND SAFETY COMMISSION

Delivering the PSA: Summary Performance Report for Quarter 4 (2005/06) and the Annual Review

A paper by Strategic Planning Unit

Agreed by Vivienne Dews on 27th April 2006

Issue

- This paper covers two different, but related issues:
 - The Strategic Programmes' performance against the Public Service Agreement (PSA) targets during the fourth quarter (Q4) of 2005/06; and
 - HSE's performance against the HSC Business Plan during 2005/06.

Timing

- Routine.

Recommendation

- The Commission:
 - Discusses the Strategic Programmes' performance (see Annex A);
 - Indicates whether it is happy for Strategic Planning Unit (SPU) to submit the summary report to the Minister; and
 - Considers the Annual Review (see Annex B)

Background

- SPU prepares a **quarterly summary report** of the Strategic Programmes' performance, which we submit to the HSE Board, HSC, and the Minister. This quarter (as agreed with the Executive team) we have prepared the report in the format of a ministerial submission.
- We have also prepared the **Annual Review** (attached at Annex B) of HSE's progress throughout 2005/06 against each of the HSC Business Plan's objectives. 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. We hope that the Annual Review will help to generate and inform that discussion.

Argument

Q4 summary performance report

- Annex A is a summary of the Strategic Programmes' performance during Q4, 2005/06. All the Strategic Programmes report good progress, leading to an

overall marking of **Amber/Green**. This paper seeks your clearance for the report before we submit it to Lord Hunt.

The Annual Review 2005/06

7. Overall, the Annual Review shows that HSE has been successful in carrying out planned activities during 2005/06. But it is difficult in some areas to form a judgement on the ultimate results of the activity in terms of health and safety outcomes. In the case of the Public Service Agreement targets, the annual statistics for 2005/06 will not be available until November and, even then, it will not be possible to say whether any changes are directly attributable to HSE's efforts.
8. However, it is possible in some cases to measure the impact of our work beyond immediate outputs. For example, the evaluation of the recent 'Watch Your Step' and Backs! 2005 campaigns shows some encouraging intermediate impacts (i.e. awareness raising and action taken as a result).
9. Last year's Plan covered the period 2005/06 – 2007/08. While most of the objectives are for the first year of this period, some were intended (implicitly) for delivery in the longer term. So, for example, Communications Directorate (CD) planned to "develop a communications culture across HSC/E" (see p.8, Annex B). The Annual Review reports progress against this objective, but not a definitive judgement of whether CD has delivered it.
10. The Annual Review also includes details of significant pieces of work that were not in the Plan - Buncefield being the most obvious example.
11. It is not currently possible to attribute costs to each of the individual objectives in the Business Plan, although the Board's recent decision to proceed with the Resource Management System (work recording) should help align cost and objectives.

Consultation

12. Colleagues from across HSE have provided the information in both Annexes A and B. HSE Board members have agreed the contents of both documents.

Action

13. SPU will make any amendments to the ministerial submission that HSC requests and submit it to the Minister. The submission is likely to be discussed at the meeting between Lord Hunt, the HSC Chair and senior HSE managers on 14th June.
14. SPU will respond to any further requests for information that HSC might make following its discussion on performance during 2005/06. We will also build the Annual Review into the corporate performance management calendar for future years.

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Delivering PSA 5: Summary Performance Report for Quarter 4 (2005-06)

Summary: This submission reports on delivery of the work-related health and safety Public Service Agreement (PSA 5) during the fourth quarter of 2005/06. All **major hazards** targets are on course. The programme to deliver the **conventional health and safety** targets is proceeding largely to plan, with some notable successes, but the tightening resource position means that the way ahead may be difficult. The overall status of PSA 5 remains at **Amber/Green**.

Issue

1. HSC/E's Quarter 4 performance report on delivery of the work-related health and safety Public Service Agreement targets arising from the Spending Review 2004 (PSA 5).

Recommendation

2. You note the progress of HSC/E's Strategic Programmes in delivering the **conventional health and safety** and **major hazards** elements of PSA 5.

Timing

3. Routine. You have a KIT meeting with Bill Callaghan (HSC Chair) and the HSE Executive team on 14th June.

Background

4. PSA 5 (for the SR2004 period) comprises six sub-targets: three on **conventional health and safety** outcomes and three on precursor incidents in **major hazard industries**. Annex 1 contains further information on the targets.
5. This paper is a summary of the HSE's performance against the PSA targets during Q4 2005/06. It is based on reports from the two Strategic Delivery Programmes (SDPs) and four Strategic enabling Programmes (STEPs).

Where we are

6. HSE's current status in terms of delivering PSA 5 is **Amber/Green**. The table below provides a breakdown, showing how we have reached this assessment.

	2005/06			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4
PSA 5 overall assessment	Amber/Red	Amber/Red	Amber/Green	Amber/Green
Conventional health & safety	Amber/Red	Amber/Red	Amber/Green	Amber/Green
3% reduction in injuries	Amber/Green	Amber/Green	Amber/Green	Amber/Green
6% reduction in ill health	Amber/Green	Amber/Green	Amber/Green	Amber/Green
9% reduction in days lost	Amber/Red	Amber/Red	Amber/Green	Amber/Green
Major Hazards	Green	Green	Green	Green
Nuclear	Green	Green	Green	Green

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	2005/06			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Onshore	Green	Green	Green	Green
Offshore	Green	Green	Green	Green
Strategic Enabling Programmes				
LAs and HSE Working Together	Amber/Green	Amber/Red	Amber/Green	Green
Enforcement	Red	Amber/Red	Amber/Green	Amber/Green
Business Involvement	Amber/Green	Green	Amber/Green	Green
Worker Involvement	Green	Amber/Green	Amber/Green	Green

Key:

- Green:** Good – requires refinement and systematic implementation
Amber/Green: Mixed – aspects require substantial attention, some good.
Amber/Red: Problematic - requires substantial attention, some aspects need urgent attention
Red: Highly problematic – requires urgent and decisive action.

7. We have attached the reports from the Fit3 and Major Hazards Strategic Delivery Programmes at Annexes 2a and 2b respectively.

Fit for work, Fit for life, Fit for tomorrow (Fit3)

A/G

8. During the final quarter of 2005/06, the Fit3 Strategic Delivery Programme has continued work in each component programme and met all key milestones. Fit3's status remains as **Amber/Green** in recognition of the good progress made on planned work but recognising the scale of the task ahead (especially on injury reduction) and the absence of clear evidence on the impact of our interventions. To address this, the programme is carrying out further work on its Intervention Logic Model plans, particularly on developing activity and performance measures and deciding whether further interventions will be needed to deliver the targets.
9. DWP carried out a Gateway 0 review of Fit3 during Q4, resulting in a positive report and an Amber rating overall. The programme team has already started implementing the review's recommendations.
10. Fit3 has stepped up work on building its evidence and evaluation base. The initial results of the employer survey have been received and will form the baseline for measuring attitudinal and behavioural change in future surveys. The evaluation results of 2005/06's two main campaigns demonstrate that both the *Backs! 2005* and *Watch Your Step* have achieved good audience penetration. Fit3 plans further evaluation of the latter to test the additional impact achieved by operational activity.
11. Fit3 is reliant upon HSE's Field Operations Directorate (FOD) and the local authorities (LAs) to deliver many of its interventions. During Q4, Fit3 has:
- Started discussing with FOD and LA colleagues how best to improve arrangements for performance monitoring;
 - Held 14 roadshows (reaching over 2000 people) to communicate its plans for 2006/07;
 - Agreed the Business Group Delivery Plans for 2006/07, which set out clearly what contributions FOD will deliver; and
 - Excited interest and secured commitment from local authority colleagues well beyond expectations.
12. For Q4, Fit3's delivery highlights include:
- Delivering the 'Good Order' initiative in February. This was the second part of the Construction Programme's contribution to the *Watch Your Step* campaign. It involved inspection of over 900 sites and contact with over 1100 contractors.
 - The Public Services Programme's positive engagement with the Department of Health and Office of the Deputy Prime Minister.
 - Sixty out of the seventy 'willing' organisations are rolling out the Stress Management Standards and will have an action plan in place by October 2006.
 - Launching the Workplace Health Connect service on 23rd February (it has been operational since 20th February).

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- The Control of Noise at Work Regulations 2005 came into force.
 - Developing the workplace transport 'Highway Code', which will be published in several languages – recognising the large number of people for whom English is not their first language.
13. Challenges for Fit3 include:
- The available evidence suggests that fatal and major injuries rates are not reducing.
 - The growing pressure on funding, which may mean research and communication activity are less than hoped in the second half of 2006/07.
 - The slower than hoped for take up of Workplace Health Connect. Increased marketing activity has started to address this. At the same time, satisfaction with those who have used the service is 93%.
 - Although overall front line effort on Fit3 was in line with the plan for 2005/06, the balance between programmes was not. Fit3 hopes its improved planning process for 2006/07 will improve this situation.

Major Hazards

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14. The investigation of the Buncefield incident has continued throughout Q4 and the programme has visited similar facilities to follow-up the Safety Alert issued by HSE on the 21st February. The programme continues to take action to identify the underlying causes of the incident and ensure that all relevant lessons are learnt and applied. It has diverted a significant amount of resource into the investigation, but this is mainly chargeable to the dutyholders and should not have any financial impact on other work. It should be possible in the short term to limit the impact on delivery of the PSA targets.
15. Other significant incidents offshore, the follow-up to the THORP incident and contributions to major initiatives such as the Government's Energy Review continue to place a strain on the programme's available resources. However, the overall rating remains **Green** since precursor incidents continue to decline and the programme is confident of maintaining this improvement through its planned interventions.

Local Authorities and HSE Working Together

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16. The LA STEP has continued to make good progress in line with its plans. The programme has been marked **Green** in recognition of its particular progress in securing agreement to partnership working and LAs' contributions to the PSA targets. The target for the number of LAs committing resources to Fit3 was 40%. The STEP has, in fact, secured commitment from over 80%. Other highlights during Q4 included:
- HSC accepting the proposals for handling outstanding work and for closure of the STEP at its meeting on 14th February.
 - The roadshows in March that brought LAs and HSE together to explain and discuss Fit3's plans and aims.
 - Putting the new governance arrangements for the HSE/LA partnership in place. A reconstituted HELA held its first meeting in March and the "Local Government Panel" is due to meet HSC for the first time in May.
 - Establishing new reporting arrangements for local authorities for 06/07 to better reflect their work on delivering HSC's priorities, particularly Fit3.
 - Contributing to establishing the Local Better Regulation Office (LBRO). The STEP's work and experiences in setting up the LA/HSE partnership appear to be valued inputs.
17. The effectiveness and sustainability of HSE's partnership with LAs still needs to be fully assessed and evaluated. The STEP has started work on an internal review, which will put arrangements in place to oversee and support the partnership through the next few years and continue to improve the LA contribution to delivery of the PSA targets.

Enforcement

A/G

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18. The Enforcement STEP has made good progress on its three central workstreams. However, until the Programme's products are put into effect and evaluated, its status remains **Amber/Green**.
- *Efficiency and effectiveness of reactive work:* Following research, the STEP has developed a package of continuous improvement measures; and performance management arrangements that provide a clear description of 'good performance'. The STEP is developing a "dashboard" to report on key performance indicators.
 - *Aligning enforcement with Fit3:* Meetings with the Fit3 programme directors have demonstrated that the contribution enforcement can make to delivery is now understood better and all programmes have enforcement strategies in place. The STEP is disseminating guidance to operational staff and the Fit3 roadshows contained strong enforcement messages in support of programme delivery. The STEP is also involved in better targeting of poor performers, which could increase opportunities for more formal preventive activity (including prosecution) to deliver improved health and safety outcomes.
 - *Communications:* The STEP has been addressing the mixed messages about enforcement's role as an intervention, to ensure that it is given appropriate prominence. Enforcement messages are filtering into Fit3's plans and the STEP is working with LAs to achieve a consistent, joined up communication strategy at local level.

Business Involvement

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19. Good progress has been made on the workstreams within the Business Involvement Enabling Programme. The overall status has moved up to **Green**, due to the positive response by stakeholders (which has exceeded the STEP's expectations, see below) and progress with the Large Organisations Partnership Pilot (LOPP). Highlights from Q4 include:
- Concerted effort on LOPP. The STEP has focused on high-level engagement and two-way communications with large organisations, so HSE is better equipped to address their concerns. This has led to a broader acceptance of LOPP's aims, which has been helped by some improvement plans. However, the STEP needs to do more to incorporate LOPP into all relevant work plans.
 - 4000 small businesses have completed the SME indicator, against a target of 2500.
 - 51 large organisations have completed the Corporate Health and Safety Performance Index (CHaSPI), of which 26 have gone public with their results. Over 300 have registered. This exceeds the STEP's target.
 - The SME Better Business campaign launched in January and some activity will continue into the next financial year. Evaluation of the campaign is now underway.

Worker Involvement

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20. The Worker Involvement STEP is on track, with the majority of workstreams performing soundly and on schedule. Q3's marking was a cautious Amber/Green, due to uncertainty about the STEP's effect on the ground, and the limited impact to date on Fit3 and LA activity. However, during Q4, the STEP has made good progress in engaging Fit3, particularly getting a worker involvement dimension into the falls from height and MSD promotional campaigns for 2006. New work on case studies for LA enforcers on promoting worker involvement is also underway. Therefore, the STEP's status has moved up to **Green** for Q4.
21. Other highlights include:
- Publishing HSE's first generic guidance on worker involvement (as opposed to what the law requires on consultation).
 - Launching the new worker involvement webpages in late February. The webpages are aimed at employers and contain case studies, information and advice on how to introduce and improve worker involvement in the workplace. Initial feedback has been positive.
 - HSC agreeing to a consultation exercise on amending the law for worker consultation. The STEP has produced a consultative document (including a shorter version aimed specifically at workers and small businesses) and is on track to open the consultation in late April, with a closing date of 8 September.

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22. Worker Involvement has been working with the Programme Support Team to develop a performance management plan. A key challenge during the next quarter will be to define the STEP's key performance indicators and set a trajectory to help measure its progress.

TARGETS

Revitalising Health and Safety targets

By 2010, reduce:

- the incidence rate of fatal and major injury incidents by 10% (1999/00 baseline);
- the incidence rate of cases of work-related ill health by 20% (2001/02 baseline); and
- the number of working days lost per 100,000 workers from work-related injury and ill health by 30% (2000-02 baseline).

Achieve half the improvements under each target by 2004 (SR2000 PSA).

SR2004 PSA

By 2008, improve health and safety outcomes in Great Britain, through progressive improvement in the control of risks in the workplace.

We will measure progress against the following targets. These are grouped under the two main areas of HSC/E's work:

- Conventional health and safety - Achieve by 2007/08 (against a 2004/05 baseline):***
 - A 3% reduction in the incidence rate of work-related fatal and major injuries;
 - A 6% reduction in the incidence rate of work-related ill health;
 - A 9% reduction in the number of days lost due to injuries and ill health.
- Major hazards – Achieve by 2007/08 (against a 2001/02 baseline):***
 - 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;
 - A 45% reduction in the number of major and significant hydrocarbon releases in the offshore oil and gas sector;
 - A 15% reduction in the number of relevant RIDDOR reportable dangerous occurrences in the onshore sector.

Full details on the target are available in the PSA Technical Note - (<http://www.hse.gov.uk/aboutus/plans/sr2004.htm>).

Fit3 Strategic Delivery Programme Performance Report for Quarter 4, 2005-06

1. Overall status			
Strategic Programme Target	3% reduction in the incidence rate of work-related fatal and major injuries; 6% reduction in the incidence rate of cases of work-related ill health; 9% reduction in the incidence rate of days lost due to work-related injuries and ill health	Current status ♣	Amber/Green

♣ Status can be

Green: Good – requires refinement and systematic implementation.

Amber/Green: Mixed – aspect(s) require substantial attention, some good.

Amber/Red: Problematic – requires substantial attention, some aspects need urgent attention

Red: Highly problematic – requires urgent and decisive action.

2. Strategic Programme Director's Assessment (including any decisions required)		
Construction Programme	Current status	Green
Injury Reduction Programme		Amber/Green
Public Services Programme		Amber/Green
Stress Programme		Amber/Green
MSD Programme		Amber/Green
Disease Reduction Programme		Amber/Green
Workplace Health Connect		Amber/Green

Current Performance

In the final Quarter of the first year of Fit3 we have seen continuing activity on all of the Programmes and all key milestones have been met. We have given particular focus to communicating the year 2 plans to the main delivery people in FOD and Local Authorities (LAs) via 14 Roadshows, which have reached over 2000 people. Other highlights in the quarter are given below.

Work on building the evidence and evaluation base for the programme is stepping up and initial results of the Fit3 WHASS employer survey have been received. These will form the baseline for measuring attitudinal and behavioural change in future surveys. Evaluation plans are currently being finalised. The evaluation results of the two main campaigns have demonstrated that both the Backs! 2005 and slips & trips media campaigns have achieved good audience penetration. Further evaluation of the slips and trips campaign is planned to test the additional impact achieved by operational activity.

During the quarter a DWP team carried out a Gateway 0 review of Fit3 and gave a very positive report on their findings, resulting in an amber rating for the programme. I am already actioning the recommendations.

Delivery planning for the second year of Fit3 has been finalised. In particular, Business Group Delivery Plans (the translation of programme requirements into clear instructions and guidance for FOD) have been completed. FOD's partnership managers have continued to work with their regional LA groupings to determine what the contribution of LAs will be towards Fit3.

There are significant resource challenges emerging for Fit3 in 2006/07, particularly regarding Research and Communication funding. This presents a particular risk for Fit3 activity in the second half of the year.

Further work is being done on ILM Plans, in particular developing activity and performance measures for each of the programmes to determine whether we are still on track to meet the targets.

Monitoring performance in 2005/06, particularly in relation to FOD and LA activity has not been straightforward. We are currently discussing with FOD and LA colleagues how best to

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improve this situation in 2006/07.

My overall assessment of the ability of the programme to deliver the targets remains as amber/green and we need to implement the recommendations of the Gateway 0 Review. We do not yet have sufficient evidence or assurance of the impact of our interventions in year One.

Delivery highlights this quarter include:

Construction

- The Construction, 'Good Order' Initiative, was delivered effectively in February; this was the second part of HSEs Watch Your Step Campaign.
- The Government as Client Ministerial Event was held in March and went well. Over 100 construction clients and representatives of their supply chain were in attendance.
- SHADs exceeded the target for Quarter 4. The Working Well Together (WWT) team is now making progress in aligning WWT SHADs to the programmes priorities.

Injury Reduction

- In Injury Reductions the joined up working with sectors has improved significantly.
- The Control of Noise at Work Regulations 2005 came into force.
- Work Place Transport are progressing the development of the workplace 'Highway Code' which will be produced in several languages – recognising the large number of people for whom English is not their first language.

Ill Health Reduction

- Workplace Health Connect service was successfully launched on 23rd February and has been operational since 20th February.
- The Green paper 'A new deal for welfare: Empowering people to work' was launched in late January and sets out how Workplace Health Connect advisory visit service will be expanded from covering nearly 40% to 66% of small firms in England and Wales.
- There has been good overall engagement with both the Department of Health and OPDM within the PSP programme.
- NHS was engaged with various activities within the PSP programme.
- In the Stress programme 60 out of the 70 organisations are rolling out the standards as part of the SIP1, and will have an action plan in place by October 2006.
- The joint PSP/ Stress (Healthy Workplace Solutions) workshop pilots are currently going ahead, with the adoption of the new delivery model the key.
- Evaluation inspections have been completed for Backs 2005/06. The MSD programme is now planning for Backs 2006/07, with a huge sign-up to do Backs next year.
- In DRP good joint working with LAs on Skin Disease, including the joint staffing of a stand at Hotelympia – a major hospitality industry conference.
- Joint visits completed over 2.5 days with LA EHOs to hotels in North West as part of intelligence gathering work to develop workplace solutions to prevent contact dermatitis among chefs and kitchen staff in the hospitality sector.

Enabling and planning highlights this quarter include:

- Completion of 14 Fit3 briefing roadshows for FOD and LA staff
- Agreement of business group delivery plans with FOD
- Resource contributions to Fit3 agreed with most LAs

Particular lowlights this quarter include:

- No change in most injury reduction programme incidence trends
- The PSP programme remains heavily dependant on maintaining Ministerial and top-level commitment and support.
- Due to the time needed for high-level engagement in the Stress programme, the timing of the workshops has been put back to September '06/ January '07. This does not leave the estimated 18 months needed for organisations to roll out the standards before the end of the PSA period.
- MSD has to fix the campaign messages now for October. This will reduce the programme's capacity to optimise links with developing agendas such as Health, Work and Well-being and welfare reform.

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- In Workplace Health Connect, staff resourcing remains a challenge, with some specialist skills still needed.
- The Injury Reduction Programme is concerned that some projects have received FOD resource below plan because other higher profile campaign work has dominated. The new Business Group Delivery Plans agreed for 2006/07 should resolve this.

3. Trajectory against performance indicators

It is not yet possible to provide a trajectory for the Fit3 programme until each of the component programmes has developed trajectories from the Fit3 survey baseline data. Data has now become available from employer survey and employee survey data will be available in June 2006. Work is ongoing to construct trajectories based on this baseline survey data in cooperation with CoSAS.

4. Key Milestones

A traffic light assessment of delivery of planned activities and milestones.	Status (last Qtr)	Status (this Qtr)
First performance information from employer Fit3 surveys received	Green	Green
Agreement of over-arching Fit3 Evidence, Analysis and Evaluation (EAE) Plan	Green	Green
LA contributions to Fit3 agreed and logged	Green	Green
Revised LA reporting arrangements notified to LAs	Green	Green
Agreement and release of FOD business group delivery plans	Amber	Green
Planning and delivery of Fit3 briefing roadshows to FOD and LAs	Amber	Green
Training for portfolio management software (Change Director) provided	Green	Green
OGC Gateway 0 review by a team from DWP	N/A	Amber
As above but for the six months following the date of the report		
Revised programme delivery plans based on intervention logic modelling	Amber	Green
First performance information from employee Fit3 surveys received	Green	Completed
Portfolio management software (Change Director) Proof of Concept achieved	Green	Green

5. Key Risks

	Description:	L	I	Action taken since last report to manage risk / change status	Status (last Q)	Status (this Q)
1.	The mix of projects is wrong due to: <ul style="list-style-type: none"> • Not enough evidence to know that the project will work (what they can reasonably deliver) • Inadequate performance information to allow effective programme management and 'running adjustments' 	M	H	Overall Evidence, Analysis & Evaluation plan for Fit3 produced and agreed. May HSE Board to decide on funding priorities. Suite of surveys and performance framework developed. May HSE Board to decide on funding priorities for planned evaluation work.	Amber	Red
2.	The mix of projects is wrong due to insufficient resources being secured to ensure the right project/intervention mix	M	M	Communications plans agreed. May HSE Board to decide on funding priorities.	Amber	Red
3.	The delivery agent (LAs) fails due to not understanding their contribution	M	H	Review of LAU and role of partnership managers underway with workshop planned to follow.	Red	Amber

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4.	Beyond Fit3 - what is to happen after Fit3 to ensure benefits are maintained and to avoid loss of staff from critical projects because of uncertainty about their future role.	M	M	Visioning meetings held and work commenced on 5-year strategy. Planning assumption that the programme will continue beyond 2008 to deliver 2010 RHS targets.	New risk	Amber
Date of most recent review		Mar 06				

Top three to five risks to be reported, typically those posing the most significant imminent threat to delivery of the PSA as a whole or to a specific milestone.

L = Likelihood and I = Impact: Likelihood and Impact can be rated low/medium/high.

Impact

High	PSA target(s) missed Serious damage to relationships with key stakeholders Negative & high profile publicity leading to loss of public confidence in HSE Serious loss of business efficiency Major civil claims against HSE may be made
Medium	Culpable breaches of our legal and regulatory obligations occur Relationships with some stakeholders adversely affected Negative publicity leads to PQs, and negative public / employer comment Some loss of business efficiency
Low	Some negative publicity, though short-lived Loss of some resource but limited value and not enough to undermine delivery of Strategy

6. Resources

Overall position:			
Resource Expenditure:	Budget YTD	Actual YTD	Commentary
<i>Admin</i>			
<i>Communications spend</i>	<i>£8.2 million</i>	<i>£5,708k</i>	<i>The figure for the Budget was at the start of 05/06 and includes campaign spend. This figure was revised down within the year.</i>
<i>S&T</i>			<i>Not known until end of April</i>

Major Hazards Strategic Delivery Programme Performance Report for Quarter 4, 2005/06

1. Overall status Strategic Programme Target		Current Status ♣
Onshore	Number of Dangerous Occurrences at COMAH sites to end 4th Qtr is 130 (4th Qtr Target 168)	Green
Offshore	Total number of major and significant hydrocarbon releases to end 4th Qtr is 73 (4th Qtr Target 74)	Green
Nuclear	Number of events which are judged to have the potential to challenge a nuclear safety system to end 4th Qtr is 118 (4th Qtr Target 136)	Green
Rail	Based on RSSB Precursor Indicator Model (PIM) (Performance 3rd Qtr) 78.8 (3rd Qtr Target 82 – Rail report one Qtr in arrears)	Green

♣ Status can be

Green: Good – requires refinement and systematic implementation.

Amber/Green: Mixed – aspect(s) require substantial attention, some good.

Amber/Red: Problematic – requires substantial attention, some aspects need urgent attention

Red: Highly problematic – requires urgent and decisive action.

2. Strategic Programme Director's Assessment (including any decisions required)

Overall Performance against Targets: The indicators show that all sectors have achieved targets and the trends continue to be favourable.

The investigation of the Buncefield incident has continued throughout the quarter and a programme of visits to similar facilities has been undertaken to follow-up the Safety Alert issued by HSE on the 21 Feb 06. A significant amount of resource has been diverted to the investigation, but in the short term no impact is expected on the delivery of PSA targets, but substantial prioritisation of HSE's other work is being undertaken. Action continues to be taken to identify the underlying causes of the accident and to ensure that all relevant lessons are learnt and applied.

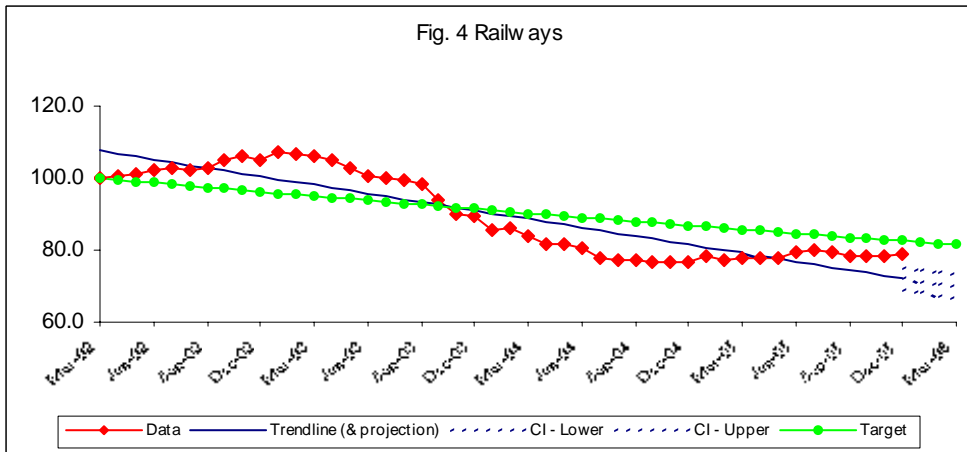
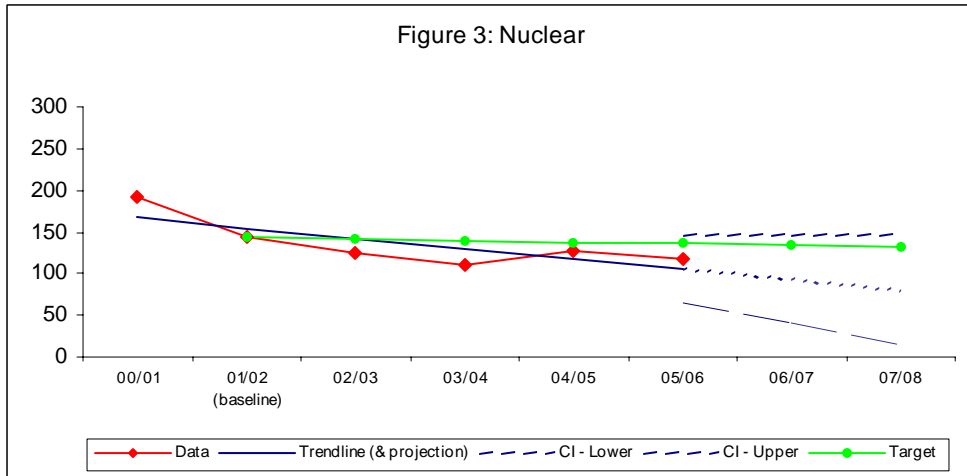
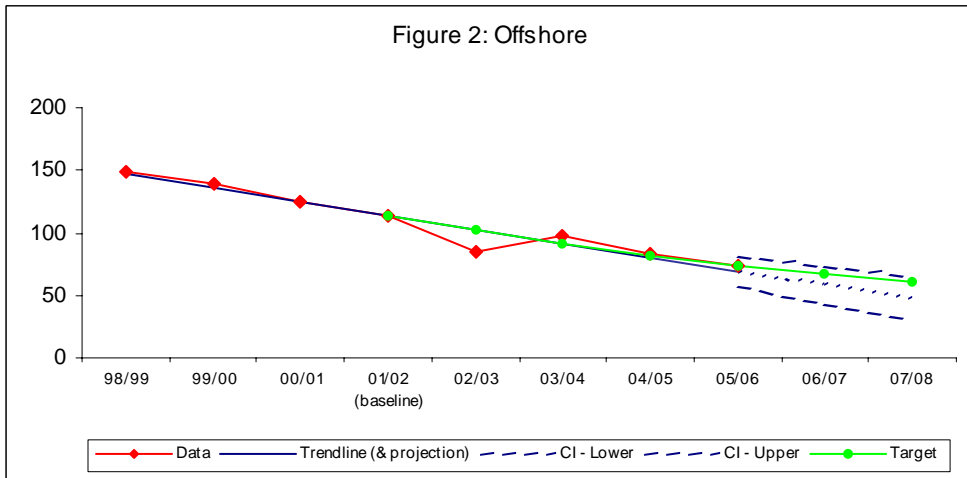
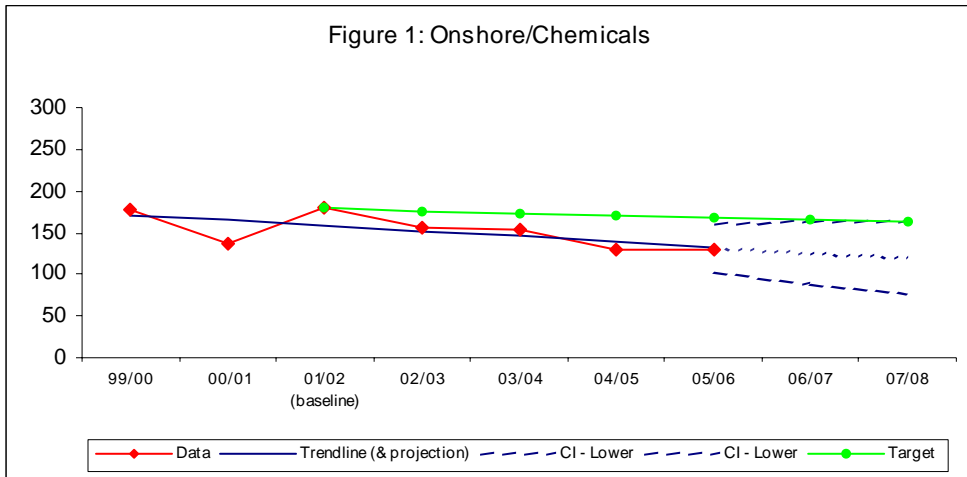
Other significant incidents offshore, the follow-up to the THORP incident and contributions to major initiatives such as the Government's Energy Review continue to place strain on available resources. However, the overall rating remains Green since we continue the progressive reduction in the potential precursors to major incidents and are confident we can maintain this improvement through our planned interventions.

MH Programme Working: The governance arrangements for the programme are now established and we now have a firm plan for 2006/07 with clear targets and milestones. The Communications Strategy is being revised to widen scope and establish the key messages.

Responsibility for rail safety was transferred to the Office of the Rail Regulator at the end of this quarter. Despite the pressures associated with the transfer, a comprehensive programme of work has been prepared by HMRI, with Level Crossing Misuse and Irregular Working as priorities.

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3. Trajectory against performance indicators



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4. Key Milestones	Status (Last Qtr) ♣	Status (This Qtr) ♣
Number of safety cases processed to relevant standards and timescale continue at a high level of performance (Onshore = 100%, Offshore = 100%, Rail=100%, Nuclear = 100%)	Green	Green
Onshore:		
The CIA/HSE process safety performance measurement guidance was published in March. It will be used as a benchmark and its impact will be evaluated as part of next year's plans.	Green	Green
A second COMAH workshop was delivered – in collaboration with the CBI Explosives Industry Group – for residual new entrant companies. Leading performance indicators are being developed for explosives sites, based on inspector's rating of key risk control systems.	Green	Green
Offshore:		
'The UKOOA Industry Integrity Workgroup (IIWG) is producing an Integrity Toolkit which is intended to give best practice guidance on setting up and operating integrity maintenance management systems. The Toolkit will be issued via an IIWG seminar in June 06. The Toolkit will include reference to examples of good practice identified through Offshore Divisions key programme on installation integrity (KP3), which will be held as live documents on both UKOOA's intranet site and HSE's KP3 bulletin board.	Green	Green
Nuclear:		
A new performance metric for Major Hazard pre-cursors has been developed in discussion with industry in preparation for the planned implementation in April 2007.	Green	Green
Rail:		
Consultation on RI's programme for targeting priority risks over the next 2 years is planned for completion by April 2006. Network Rail's programme of risk assessment of their level crossing assets has been implemented. The 'Influencing Behaviour' campaign has been agreed for implementation over the next 6 years. Independent review of particular infrastructure failures has been commissioned.	Green	Green

(This quarter for the first time we have rigorously applied the risk delivery ratings)

5. Key Risks						
	Description:	Likelihood	Impact	Action taken since last report to manage risk / change status	Status (last Qtr) ♣	Status (this Qtr) ♣
Programme Risk 1: Lack of Industry Commitment						
	<u>Overall Risk Rating</u>				Amber	Amber
a.	<u>Onshore: Chemicals</u> Loss of Industry Commitment to improvements	M	M	Maintaining commitment by: Details of loss of containment (LOC) incidents have recently been published on the Process Safety Performance Measures website and an annual report of LOC incidents will be presented to the Chemical Industries Association in the summer.	Amber	Amber

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b.	<u>Onshore: Specialised</u> Fragmentation of Transco's gas distribution networks giving rise to uncertainty in the attitude of the new companies and how risks will be managed in the future.	L	M	Directors in the new operators have expressed commitment to exemplary H&S performance and to the PSA 2 targets. Inspection has shown some shortcomings in the management of gas operations, addressed by notices. Meeting held with Directors to agree corrective actions	Green	Green
c.	<u>Nuclear:</u> Negative influence of NDA in becoming controlling mind, etc. of licensees – confused roles and responsibilities with drivers pushing licensees' attention away from excellence in plant operations.	M	M	Workshop to be run jointly with NDA in April on the principles to be applied to future working and will be supported by internal guidance. Awareness has been raised in contacts with licensees on the need for maintaining standards in plant operations	Amber	Amber
	Stakeholder surveys indicate concerns over regulatory consistency and proportionality	M	L	Outcome of surveys shared with dutyholders and concerns addressed through new 'cornerstone' intervention methodology and revised meeting structures.	N/A	Green
Programme Risk 2: Lack of data below precursor level making it difficult to track progress						
	<u>Overall Risk Rating</u>				Amber	Amber
a.	<u>Crosscutting Programme:</u> Current measures do not give an appropriate breadth of coverage in performance.	M	M	Project plans in hand to develop new measures of performance in conjunction with the Directorates.	Amber	Amber
b.	<u>Onshore: Chemicals</u> Current performance measures don't fully reflect changes in MH risks.	M	M	Development of pre-cursor leading indicators continues in conjunction with industry and the Cross-cutting Programme (Will be implemented in 2008)	Amber	Amber
c.	<u>Rail:</u> HSE Rail continues to develop engagement with the industry on how best to apply RSSB's PIM to improvement programmes. Increase in work associated with the ORR transition programme may delay this work.	M	M	Meetings with key stakeholders i.e. RSSB, Network Rail and TOC's have continued to maintain engagement	Amber	Amber
	Further recalibration of the precursor model may impact on target levels and performance	M	M	Performance measurement project for ORR has been progressed to alert them of performance issues and prioritise accordingly	Amber	Amber
d.	<u>Nuclear:</u> Current performance measures don't fully reflect changes in MH risks.	M	M	A revised performance metric has been developed jointly with industry representatives; trials begin April 06.	Amber	Amber
Programme Risk 3: Resources						

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Overall Risk Rating					Amber	Amber
a.	<u>Onshore:</u> HID CI & SI continue to lose experienced resources, which may affect their ability to achieve this PSA target.	H	L*	HID SI2 (Explosives) has filled its vacancies but is now engaged in a long-term training programme. Additional resources have been allocated to assist with training and to bring these recruits up to speed. A winter recruitment campaign was held in Mar 06 to recruit additional technical staff for HID CI. * At current turnover rate, Monitoring as could deteriorate.	Amber	Amber
	HID resource diverted to the Buncefield incident investigation.	H	M	Unpredictable impact. This is a short-term peak issue that is being managed by ruthless prioritisation and deferring important, but less time-critical work	N/A	Red
b.	<u>Offshore:</u> OSD continues to lose experienced resources which affects ability to maintain thorough inspection verification.	H	L	A recruitment campaign has taken place, offers made but some start dates yet to be confirmed. Training programme to up skill recruits has been developed. Remaining vacancies have been readvertised.	Amber	Amber
c.	<u>Nuclear:</u> Continuing loss of some of the most experienced resources and associated drop in morale of staff remaining, at a time when significant change is occurring and is on the horizon.	M	M	HSE-wide revised package. Review of the 'package' for Nuclear Inspectors is ongoing with expected implementation in 2006. Targeting effort in reviewing safety cases is being considered. See also Programme Risk 4b below.	Amber	Amber
Programme Risk 4: Changing Operating Environment						
Overall Risk Rating					Amber	Amber
a.	<u>Offshore:</u> Increasing drilling activity in the UK Continental Shelf is taking place. The increase in the oil price is a major factor in the increase in drilling activity; this is encouraging some dutyholder's to delay decommissioning some installations whilst keeping operating costs (including maintenance) low.	M	M	We foresee long term exploration plans being in place in the next Quarter	Amber	Amber
b.	<u>Nuclear:</u> Resource demands relating to issues for nuclear sites for which NDA have responsibility remains an area of uncertainty for NSD pending final approval of NDA's strategy document by Government.	M	M	The NDA strategy has been approved and the implications for NSD and Industry are being assessed. Potentially presents a long-term risk to NSD's resources.	Amber	Amber

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	Resource demands arising from the Energy Review and the implications for nuclear new-build continue to remain an area of uncertainty. International Atomic Energy Agency (IAEA) Integrated Regulatory Review Service (IRRS) review of NSD's capacity to service potential new reactor build	H	M	<p>Implications for NSD still uncertain but being kept under review by senior management Report from IAEA being reviewed to assess impact.</p> <p>To help manage the uncertainty HSE has commissioned work on the development of a new employment package for Nuclear Inspectors, (nearing completion). This will put us in a better position to react if the Energy review does lead to a programme of new Nuclear reactor build.</p>	Amber	Red
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*L= Likelihood and I = Impact: Likelihood **and** Impact can be rated low/medium/high.*

Impact

High	PSA target(s) missed Serious damage to relationships with key stakeholders Negative & high profile publicity leading to loss of public confidence in HSE Serious loss of business efficiency Major civil claims against HSE may be made
Medium	Culpable breaches of our legal and regulatory obligations occur Relationships with some stakeholders adversely affected Negative publicity leads to PQs, and negative public / employer comment Some loss of business efficiency
Low	Some negative publicity, though short-lived Loss of some resource but limited value and not enough to undermine delivery of Strategy

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Annual Review: HSC Business Plan 2005/06

Fit3: (pages 8-9 of HSC Business Plan)

Objective	Progress
Achieve a 3% reduction in the incidence of work-related fatal and major injuries by 2007/08.	<p>The 2004/05 statistics (baseline for this target) show a continuing reduction in the rate of fatal and major injuries in the production industries, especially in construction. However overall fatal and major injuries remain a concern (particularly in the service sector). We will not know definitively how we are progressing towards the target until annual statistics are published in Oct/Nov 2006.</p> <p><i>Revitalising Health and Safety target:</i> 5% target: not met. No change in the fatal and major injury rate</p>
Introduce management standards covering all aspects of workplace transport management	Six regional stakeholder consultation workshops on workplace transport management standards took place over 2 weeks during November with excellent levels of engagement. Revised workplace transport guidance was launched at the HELA Health & Safety conference on 14 December 2005. We have produced a set of draft standards, based on feedback from both external and internal stakeholder workshops. We will present these to HSC in May
Deliver a major communication and publicity campaign on slips and trips	HSE designed the 'Watch Your Step' campaign to raise awareness of the causes of slip and trip accidents. The campaign targeted employers and employees in construction, manufacturing, retail, transport and cleaning. Following the campaign, the percentage of employers who ranked falling and tripping as being among their three main safety risks increased from 13% (third most common safety hazard out of 23) to 22% (top of their list of safety hazards). A significant proportion of employers claimed to have taken action on slips and trips before the campaign; post campaign this proportion increased (from 38% to 55%).
Implement the Work at Height Regulations	E implemented new Work at Height Regulations in April 2005. A major campaign on falls from height will take place in 2006.
Undertake projects in construction that contribute to the targets on falls from height, musculoskeletal disorders (MSDs), slips and trips, and workplace transport	<p>The Construction Programme has made good progress against injury incidence reduction targets. The rate of reported fatal and major injury and over-3-day injury has reduced by 24% between 1999/2000 and 2004/05. The Construction Programme has contributed to the wider 'Watch Your Step' and Falls week campaigns in two stages:</p> <ul style="list-style-type: none"> • The Fit Out Phase campaign in October, targeting the final stages of construction projects across the country. As part of campaign over 1000 sites were visited; and • The Good Order Initiative in February. Over 900 sites were inspected and over 1100 contractors contacted. 211 sites were found in very good order, advice was given at 528. However 43 sites required formal enforcement notices to address good order deficiencies and at 118 sites contractors agreed to voluntary cessation of work to address good order issues.
Deliver a 6% reduction in the incidence rate of cases of work-related ill health	<p>The 2004/05 statistics (baseline for this target) suggest that the incidence of work-related ill health has fallen for most major categories. We will not know definitively how we are progressing towards the target until annual statistics are published in Oct/Nov 2006.</p> <p><i>Revitalising Health and Safety target:</i> 10% target: probably met. Incidence rate down, in the range 8%-23% [there are statistical uncertainties but this is the range of possibilities].</p>
Run a major communication campaign on Musculoskeletal Disorders – including piloting 'Backs Week' project	The Backs! 2005 campaign raised spontaneous awareness among employers (by 6%), supervisors (by 10%) and employees (by 8%). Around half of those interviewed post campaign said they would take action on backs. The campaign also increased awareness of HSE as a source of information, with a 13% increase among employers and a 25%

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Objective	Progress
	increase for supervisors.
Roll out the management standards for stress across key sectors	We have completed the first phase of this process and worked with key organisations to provide information and support on this major cause of absence from work.
Launch the Workplace Health Connect advice line and select partners to pilot new occupational health support services	Launched in February 2006, this service includes an advice line, supporting website and five regional pathfinders to provide free and impartial advice in partnership with HSE. Workplace Health Connect will now allow small businesses in England and Wales to access free confidential practical advice on workplace health and safety and return to work issues.
Target initiatives to reduce the incidence of skin disease	During 2005/06, around 800 delegates attended 15 safety and health awareness days focused on the motor vehicle repair sector. 92% of these delegates gave an initial commitment to improve controls in their workplaces in order to reduce the risk of occupational asthma and work-related skin disease.
Target initiatives to reduce the incidence of occupational asthma	HSE has continued to focus on the principal causes of occupational asthma. In particular, there have been specific projects working with vehicle paint sprayers, wood workers and those exposed to solder fumes.
Introduce new Vibration Regulations and Noise Regulations	New Vibration Regulations have come into force, and new vibration leaflets have been launched and well received by duty holders. The Noise Regulations have been made (1 st quarter 2005-06).
Deliver a 9% reduction in the incidence rate of days lost due to work-related injuries and ill health	For days lost due to work-related ill health there was a statistically significant fall between 2001/02 and 2004/05 (baseline for this target. We will not know definitively how we are progressing towards the target until annual statistics are published in Oct/Nov 2006. <i>Revitalising Health and Safety target:</i> 15% mid-point target: possibly met. Days lost per worker down in the range of possibilities 3% - 23% (95% confidence interval).
Developing, monitoring and influencing the implementation of the Ministerial Task Force on Health and Safety and Productivity delivery plan	In the Public Services Programme, maintaining top-level interest (DWP, HMT) has been a major achievement and has ensured we continue to have an 'engine' to help drive our work effectively. Activity with Central Government and the emergency services has been positive with all milestones met including Ministerial Task Force meetings, seminars and a programme of bilaterals between Lord Hunt and Departmental Ministers. Lord Hunt has backed the Ministerial Taskforce enthusiastically.
Raising the profile of sickness absence management in the health and safety and human resource cross-government officials network	The latest civil service absence figures showed a reduction (i.e. an improvement), from 10.0 in 2003 to 9.1 days in 2004. Local Authority BV112 absence figures also show an improvement as do HSE statistics for ill health and days lost.

Major Hazards (pages 10-11 of HSC Business Plan)

Objective	Progress
By 2007/08, deliver a 7.5% reduction in the number of reports made to HSE by licence holders, which indicate a challenge to nuclear safety (2001/2 baseline)	2005/06 Target: 5.0% Quarter 4: End of year target achieved.
Work with British Energy to ensure that its restructuring and performance improvement programmes enhance safety	Working with British Energy, as part of its relicensing and restructuring into a single nuclear licensee, in order to ensure that changes and proposed improvement programmes maintained or enhanced safety, has been completed.

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Objective	Progress
Work with relevant nuclear site licensees and the Nuclear Decommissioning Authority	Working continues with British Nuclear Group's Magnox Electric on their management of change programme ensuring maintenance of a competent nuclear licensee, with safety focus maintained for operational nuclear reactors, defuelling and decommissioning activities.
Provide an early interaction with and guidance to any significant changes on Ministry of Defence (MoD) sites and continuing to enhance partnership working with MoD's internal regulators.	The development of revised arrangements for supporting joint working with MoD's new Defence Nuclear Safety Regulator continues; a forward work programme to support MoD's major investment at Aldermaston and Burghfield has been agreed.
By 2007/08, deliver a 45% reduction in the number of major and significant hydrocarbon releases in the offshore oil and gas sector (2001/2 baseline)	2005/06 Target: 34% Quarter 4: End of year target achieved.
<ul style="list-style-type: none"> Improve installation integrity in the offshore oil and gas industry 	Second year of a three-year initiative for improving installation integrity and reducing uncontrolled hydrocarbon releases in the offshore oil and gas industry via a structured intervention programme informing a joint HSE/Industry working group. Has been a major contributor to the achievement of the target.
<ul style="list-style-type: none"> Target inspection of duty holders engaged in drilling and deck operations 	Targeted programme of work to address drilling and deck operations supporting a joint HSE/industry initiative to reduce serious, and eliminate fatal, accidents offshore. Second year of three year programme successfully completed.
By 2007/08, deliver a 15% reduction in the number of relevant RIDDOR reportable dangerous occurrences in the onshore sector (2001/2 baseline)	2005/06 Target: 6% Quarter 4: End of year target achieved.
<ul style="list-style-type: none"> Raise awareness among duty holders new to the Control of Major Accident Hazards Regulations (COMAH) 	<p>A range of partnership initiatives to improve control and management of onshore major hazards has been completed on:</p> <ul style="list-style-type: none"> Joint industry workshops on the loss of containment and the continued development of voluntary reporting of uncontrolled releases of flammable and toxic gases; Joint work with industry and trades unions to develop performance indicators to determine the effectiveness of measures to control major hazard risks.
<ul style="list-style-type: none"> Introduce the Manufacturing and Storage of Explosives Regulations 	The replacement of the 1875 Explosives Act with a modern regulatory framework (Manufacturing and Storage of Explosives Regulations) has been embedded. The programme of workshops run jointly with industry and supporting inspections has been completed.
<ul style="list-style-type: none"> Safety report assessment work associated with the sale of the national gas distribution network 	Safety report assessment following the demerger of the national gas distribution network into new business units has been completed.
<ul style="list-style-type: none"> Deliver the agency agreements covering biosafety/security arrangements, with Defra, the Scottish Assembly and the Welsh Executive. 	Agency agreements have been delivered in accordance with terms of agreement and plans.

Local Authorities Partnership Strategic Enabling Programme (pages 11-12 of HSC Business Plan)

Objective	Progress
Examine, map and	Good practice guide published in 2005 and examples used have been built

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Objective	Progress
promulgate existing good practice	on during 2005-06. Further work needed, as work by LAs on Fit3 proceeds, to map and publicise further examples of partnership work and particularly to evaluate success or otherwise.
Negotiate and pilot joint working initiatives for 2005-2008	A number of pilots are running – such as providing flexible warrants for inspectors and enforcement officers – to test elements of the infrastructure for the partnership. LAs – either through Local Authorities Coordinators of Regulatory Services (LACORS), policy forum members or senior practitioners – are making a wide range of inputs to programmes and policy development.
Plan and make arrangements for a coordinated intervention strategy that is related to risk	Field initiatives: the partnership teams in each of HSE's geographical divisions have played a crucial role working at a strategic level with LAs to ensure a consistent and systematic approach to partnership working. They have helped secure agreement to a significant contribution by LAs health and safety priorities and PSA targets for 2006-07. Published Sensible Health and Safety – HSC's intervention strategy, which applies to LAs and HSE.
Influence, train and support those working in new initiatives	HSE is working with stakeholders to implement the recommendations from a research report on LA support, information and training needs, particularly on the development of training courses linked to LAs needs. Fit3 roadshows across Great Britain were run as joint HSE/LA events and attracted many LA attendees. Regional partnership teams identified LA training needs, arranging delivery of training in some topics to meet local needs. £1million S&T support made available to LAs (part of longer term arrangement) – more than 70 applications received in 05/06.
Improve and strengthen communications in all areas	The successful launch of an IT-based tool (an extranet), for the efficient sharing of information and communication between HSE and LAs, has been widely welcomed. HSE's field partnership teams continued to develop their relationships with individual LAs / LA Groups through a range of communication events and media; LACORS organised the very successful partnership conference, held in December - this included the launch of a handbook for LA elected members' and annual report. By attending one of ten GB-wide consultation workshops, LAs were able to discuss and comment on possible changes to the Enforcing Authority Regulations. We also organised roadshows to promote both HSE's and HSL's specialist resource. Revised HSC/E and LA governance arrangements were agreed and put in place to support longer-term partnerships. A newly formed "Local Government Panel" comprising LA elected members will meet the full Commission regularly from 2006/07; the Health and Safety Executive/Local Authority Enforcement Liaison Committee (HELA) has been reconstituted, and met for the first time in March 2006.

Business Involvement Strategic Enabling Programme (page 12 of HSC Business Plan)

Objective	Progress
Publish communications and stakeholder engagement plans	A high-level communications plan has been produced. Detailed communications plans are being developed for individual workstreams. A range of activity is currently underway with key stakeholders – including sponsorship and speaking at events. Formal engagement plans for priority stakeholders will be produced early in 06/07.
Build on the 'Business Case for Health and Safety' campaign	The online, radio and press campaign highlighting business benefits for small businesses is on track for completion by the end of 2005/06. Some PR activity continues into the early part of 06/07. Evaluation of the campaign is currently underway.
Continue to promote health and safety performance management tools	Launched practical on-line tools (CHaSPI and SME indicator) to help businesses manage health and safety effectively. Fifty-one large organisations have already completed CHaSPI with over 200 more registered to complete it. Evidence is being sought on any barriers to completion, which will enable a view to be taken on the way forward, for example, in future promotion and/or modifications. In line with this, and with

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Objective	Progress
	the support of Lord Hunt, preparations are being made to pilot the use of CHaSPI in several sectors including LAs. The new version of the SME indicator was successfully launched in November and an ABI event was run to promote the indicator to insurers and brokers. Over 4,000 organisations have so far completed the SME indicator.
Take forward the Engaging with Large Organisations Pilot	The Large Organisations Partnership Pilot (LOPP) was launched on the 3 October 2005. Fourteen of the seventeen companies approached are now fully involved in LOPP and the initial feedback from account managers has been positive. We have been focusing on high-level engagement and two-way communications with large organisations, so HSE is better equipped to address their concerns. This has led to a broader acceptance of LOPP's aims, which has been helped by some improvement plans. However, more work needs to be done to incorporate LOPP into all relevant workplans.
Promote other initiatives including director responsibility, public reporting of health and safety performance and raising the profile of health and safety as part of Corporate Social responsibility.	Two further series of cases studies to illustrate the benefits of director leadership have been published. Seminars have been run to promote these and to tie in with work we are doing to meet the Commission's request to identify how to strengthen the director's role in taking responsibility for health and safety. We have published research to illustrate the growing extent of public reporting of health and safety performance. Our efforts on reporting have mostly focused on how CHaSPI can facilitate this process, but further work including a review of current guidance is planned for next year. We have engaged with a number of organisations like Business in the Community and responsible investors to take forward a shared agenda on health and safety.
Develop the role of the Small Business Trade Association Forum	We have worked with the growing Small Business Trade Association Forum to build the small business perspective into our work. The Forum has been in existence for 18 months and has been the subject of an external evaluation. The results of the evaluation were very encouraging – overall, Trade Association representatives were positive in their attitudes to the Forum and were optimistic for the Forum's future. The Forum is beginning to have an impact on the work of HSE, influencing the development of policy and communications. It is also proving a useful means of sharing information on health and safety developments with the wider small business community.

Worker Involvement Strategic Enabling Programme (page 12 of Business Plan)

Objective	Progress
Continuing to promote innovative ideas for encouraging more worker involvement	Launched a workers web site to support their more effective involvement in improving health and safety outcomes, along with complementary guidance and case studies for employers. A marketing campaign was undertaken to encourage bidders for Round 3 of the WSA Challenge Fund to attend workshops designed to increase the quality of their applications. Promotional activity has led to a greater take up of workshop places than last year, with 103 people attending: a rise of 60% from last year. 55 applications were submitted. Lord Hunt announced the 13 successful winners during the Fund's awards ceremony, on 1 March 2006.
Publishing and promoting case studies of effective worker involvement	In February 2006 the Worker Involvement Programme published 4 new case studies as part of a new area of the website on worker involvement. The new web pages contain a wealth of information on involving workers. They include tools specifically for employers, with advice on how to improve levels of worker involvement, a suggested process with tips and examples and the new case studies. Having launched in February, the programme is promoting the resources through speaking opportunities and stakeholder engagement and is looking at possibilities for press activity over the summer. Initial feedback from stakeholders and users has been very positive. The programme will continue to evaluate and develop the web

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Objective	Progress
	pages, which can be viewed at: www.hse.gov.uk/involvement .
Undertake research to improve understanding of what changes in attitudes and beliefs will stimulate acceptance of the role of workers' involvement in improving health and safety	<p>We have made progress in building the evidence base on WI and this is set to continue next year. We commissioned a communications research project, which reported in August 2005. This study helped the programme to better target audiences, identify the preferred channels of reaching them, and produce a communications plan.</p> <p>A project to determine the skills required to secure H&S improvements through WI, and the role of skills acquisition in sustaining them, has been commissioned. It is due to report in autumn 2006.</p> <p>Planned research on improving the evidence base in relation to the impact of WI on health and safety outcomes has been put on hold while we await the analysis of related WHASS and Fit3 survey questions. We are currently working with the Programme Support Team to establish a baseline and trajectory for the evidence base.</p>

Enforcement Strategic Enabling Programme (pages 12-13 of Business Plan)

Objective	Progress
Maximise, harness and target enforcement activities towards delivery of the injury and ill-health targets	The use of formal enforcement activity - notices, prosecutions – is being embedded into programme plans to underpin both the delivery of programme aims and the targeting of poor performers
Facilitate procedural and cultural change for sharing of lessons from HSE / LAs	Recommendations being developed to improve the efficiency and effectiveness of HSE's investigation and prosecution procedures and performance management arrangements. Working closely with LAs in developing best practice proposals in relation to formal enforcement.
Gain understanding and recognition of the role of enforcement in supporting sensible standards of health and safety	Produced an enforcement communications strategy to position HSE as a firm but fair regulator, and developed proposals to maximise the use of publicity arising from formal enforcement to spread health and safety messages.

Policy Programme (page 13 of HSC Business Plan)

Objective	Progress
Applying the Government's better regulation principles	HSE has developed a simplification plan reflecting our determination to develop legislation that is easy to understand and comply with, to help secure stronger commitment from business. Work is underway on all items in the plan. Examples of progress made during 2005/06 include: the establishment in July 2005 of an internal challenge panel, to assess critically all new legislative proposals coming from both domestic and European sources; strengthening arrangements for joint planning and inspection approaches with the Environment Agency and the Scottish Environment Protection Agency; and completion of a zero-based forms review, which will lead to over half of our forms being withdrawn in 2006/7.
Align EU activity with HSE's agenda, and influence the next EU strategy from 2007	Ran a successful UK Presidency health and safety event, which built wide support for key themes in the next EU strategy.
Ensure the HSE position on health and safety competence, education and training is reflected in the National Standards Framework	HSE has worked with the qualifications regulatory agencies QCA, ACCAC and SQA and the standards-setting body ENTO to devise a health and safety qualifications strategy. Following on from this, HSE is working with these organisations and BSC Awards to devise a national occupational standard on basic hazard awareness for approval by the SSDA.

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Objective	Progress
<p>Improve efficiency of regulation:</p> <ul style="list-style-type: none"> • Develop programme of work with other regulators to address overlap /duplication • Implement Programme to move away from more rigid regulatory approaches where practical • Support delivery of Major Hazards PSA targets by working to align internally and externally driven policy changes with delivery 	<p>This is being taken forward in part through HSE's response to the Hampton report. HSE's draft Simplification Plan included as one of its themes joined up enforcement, including more effective partnership with Local Authorities, and there are initiatives on working with Environment Agency. On moving away from rigid regulatory approaches, it was agreed with HSC to give priority to domestic gas safety, and a review of the regime was launched at a stakeholder event in February 2006.</p> <p>On major hazards, the focus has shifted to the Government's Energy Review. Plans have been put in place and agreed with HSC for HSE to contribute an expert report to the review by end June 2006</p>
Comply with the developing legal framework on equality	Improved our focus on diversity throughout our business, with the publication of a new vision and action plan, and an updated race equality strategy.
Consider options for review of RIDDOR	Published a RIDDOR Review Discussion Document for initial reactions to change and undertook qualitative research on SME's attitude to current Regulations. In December 2005, HSC approved a fundamental review. A review team has begun the review, which aims to improve the focus of information required by enforcing authorities to target interventions and improve health and safety standards. The review has begun identifying information needs of enforcing authorities and possible alternative methods for collection, with a view to developing options for change for HSC to consider and give a steer on 25 July 2006. Detailed proposals for change will then be prepared for HSC approval in January 2007.

Communication (page 13 of HSC Business Plan)

Objective	Progress
Promote the case for sensible health and safety by communicating its benefits	Sensible Health and Safety campaign web forum established, promoting risk debate (summer 2005 – spring 2006), speeches and presentations from Lord Hunt and Bill Callaghan. We have continued to increase significantly the numbers of people visiting our website and accessing practical health and safety information. The HSE site now receives 12 million visits a year. We are making all our publications freely available through our website. Results from the Better Business campaign aimed at small business were disappointing.
Present a clear picture of our role and focus	Our efforts to reach MPs to explain what HSE does and what sensible health and safety means - including an MPs Handbook, new Parliamentary Newsletter and Health and Safety Commission addresses at party conferences - saw an encouraging rise in the proportion of members rating HSE as an effective organisation (a 17% point increase over a year). We secured high volumes of media coverage.
Build partnerships by communicating better with and through partners	We developed action plans for working with key corporate stakeholders, appointed champions and lead contacts and had an independent review of our efforts over the year. Results are positive – HSE is seen as highly professional, trusted, increasingly committed to partnership and with good and improving communications
Put in place effective internal communications	A news Centre launched in June keeps staff updated on internal and external developments. We introduced 'Exchange' briefings, improved the intranet and saw an improved rating by HSE staff of HSE's internal communications – up from 30% to 39%. .
Establish a strong and dynamic strategic communications approach	Major campaigns were evaluated and results will inform future decisions on campaigns. We improved communications planning with Account Managers who could see the big picture view and advise delivery teams on

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Objective	Progress
	effective communications. We secured HSC and HSE agreement to a new commercial strategy which reflected the move to make publications freely available on the website but aimed to limit the impact on income. We used our research budget to test key new publications with audiences before launching them. Our strategy to drive more business to the web is working well. Our internet came 2 nd across Government for accessibility and saw increasing traffic with 12 million visits over the year and March 2006 the busiest month. We developed email alerts for external customers and online communities have allowed information sharing – such as the Sensible Risk Debate. A website usage survey confirmed positives and gave insights into areas for improvement.
Develop a communications culture across HSC/E	By Autumn 2005 170 HSE staff had training in communications planning and strategic communications. We ran two networks of Communications Partners and Managers to promote effective communications and corporate priorities with developmental provision for those without a communications background.
Put significant additional resources into communication activity.	The new Directorate established in 2004-5 was expanded by two new posts in 2005-6 to boost stakeholder engagement and internal communications work. We used COI consultancy to provide skills and resources not available in house. Funds in 2005 for the first time allowed us to run two major advertising campaigns.
Put new emphasis on campaigning, using a wide range of media	We used national, regional and trade press, radio, online and ambient media in our 2005 campaigns. We also tried field marketing to reach hard to access refuse collectors.
Campaign to challenge managers to address manual handling risks	Backs! campaign in June/July to raise the profile of back pain as a work related health issue raised (spontaneous) awareness among employers (by 6%) and employees (by 8%) and around half of them said they would take action as a result. The campaign - accompanied by inspection and other activity (link to other references) - also increased awareness of HSE as a source of information, with a 13% increase among employers and a 25% increase for supervisors.
Campaign to challenge managers to address risks of slips and trips	Watch Your Step in October 2005 used national and trade press, radio, and online advertising and information to highlight the serious nature of slip and trip accidents at work and encourage audiences to act to avoid potentially serious consequences. Aimed at employers and employees, it delivered positive levels of claimed action and was our most successful campaign in terms of advertising recognition.

Science and Innovation (page 14 of HSC Business Plan)

Objective	Progress
Strategic programme research and support	Several workshops sponsored by HSE drew together national and international experts to work in partnership to take forward important occupational health issues linked to strategic priorities: <ul style="list-style-type: none"> • improved methods of estimating the numbers of cancers in the UK that may arise from work activity • research into shift work and breast cancer (sponsored jointly with Department of Health and the Medical Research Council) • the role of molecular epidemiology and occupational health. A report of this meeting was published by IEH in May 2005 (http://www.silsoe.cranfield.ac.uk/ieh/pdf/w23.pdf) • closer partnership working with the UK academic occupational medicine community.
Support the investigation of incidents and complaints	HSL provides ongoing support in this area, including extensive support to the Buncefield investigation, particularly its forensic photographic section. To ensure that the science budget is properly allocated and spent between the evidence base, incidents, investigation and forward look

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Objective	Progress
	<p>work, the Chief Scientist has set up a suite of four projects to address:</p> <ul style="list-style-type: none"> • Science Governance, including the operation of a new strategic partnership between HSE and HSL. • Streamlining arrangements for managing research/planned support and reactive support. • Performance management and audit of commissioned research and support. • A change implementation plan. <p>The first three projects are due to report in spring 2006.</p>
Deliver statutory schemes eg explosives licensing	<p>All of HSE's statutory commitments to legislation on industrial chemicals and biocides (including the Notification of New Substances Regulations and the Biocidal Products Regulations) were delivered in accordance with regulatory requirements and associated performance standards. Where fees and charges apply, the income received by HSE was very close to that predicted.</p>
Position HSE to respond to future health and safety issues arising from industrial innovation	<p>The Biological Agents Unit facilitated a one-day workshop for Chief Scientists from several Government departments to discuss key regulatory issues for research into new and emerging zoonotic diseases.</p> <p>A horizon scanning system has now been set up in HSE to structure and channel new and existing futures activity directly and systematically into strategic thinking and planning. The system centres on a dedicated team based at HSL whose job is to gather, collate and analyse information, and a Horizon Scanning Intelligence Group to oversee and direct the system and ensure that relevant intelligence is fed into strategy.</p> <p>HSE produced critical reviews of the health threats of nanomaterials of relevance to workplace exposure; and an analysis of the coverage of such materials by the current regulatory framework.</p> <p>The results of the research reviews and the regulatory review have been communicated to the cross-departmental Nanotechnology Issues Dialogue Group and the Nanotechnology Research Coordination Group. These groups are developing the Government response to the Royal Society/Royal Academy of Engineering Report on Nanotechnology, including a programme of further research needed to support the regulation of this emerging field of science and engineering. HSE is playing a full part in both groups.</p>

Intelligence, Statistics and Economic Analysis (page 15 of HSC Business Plan)

Objective	Progress
Developing the evidence base for our Strategic Programmes	<p>The HSC Science Strategy 2005 -2008, published in July, (http://www.hse.gov.uk/science/strategy0508.pdf) sets out how HSE will apply high quality science to provide a sound evidence base to support delivery of the HSC vision and mission, and sets out science priorities for the Strategic Programmes. One strand in establishing the evidence base is the development of 'Intervention Logic Models', an approach devised by the CoSAS social science unit. Under this approach, the model exposes what evidence is needed to check the success of each step in the chain. From this, evidence and analysis needs become apparent, enabling those supporting the programmes to better specify research and analysis proposals. The programmes therefore have a better basis for monitoring and adapting the progress of the plan.</p>
Develop major new surveys to improve knowledge and understanding of the factors that influence the health and safety performance of	<p>A first round of WHASS employer and worker surveys has been run. Also, an employer survey designed around the Fit3 programmes has been run, and an employee survey is under way. These two strands of survey activity will be brought together in the coming year. The case for a linked employer-employees survey (or alternative investigation of the link</p>

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Objective	Progress
organisations	between outcomes and precursors) is currently under review.
Benchmarking measures of risk control in the sectors targeted by the Fit3 Strategic Programme	The Fit3 Employers Survey was completed in January 2006 and the Fit3 Employees Survey will be completed in April 2006.
Develop an 'Index of Harm' that combines information on injury and ill health incidence.	Some development work on the determination of preventability factors has been undertaken by HSL.

Resources and Efficiency (pages 16-17 of HSC Business Plan)

Objective	Progress
Reduce the spend on corporate support, and redirect resources into work directly contributing to delivery	Staff numbers engaged on core activities in Resource & Planning Directorate fell from 2004/5 – 2005/6 although some additional staff were engaged on major infrastructure projects (eg Redgrave Court, COIN, EDRM and HRST). As these projects end during 2006/07, staff numbers are planned to further decline.
Improve operational productivity	Targets for operational productivity - defined as the proportion of resources involved directly in 'front-line' work – were set for 2005/6. At mid-year point, HID was ahead of target, FOD was steady state. HID and NSD encountered pressure on front-line resources as a result of continued losses in experienced staff.
Reduce the cost of asset base	The size of HSE's field estate was reduced in 2005/06 by approximately 3000m ² and our occupation of Rose Court by a further 1700m ² through sub-letting. Our Merseyside HQ staff moved into Redgrave Court which is 5000m ² smaller than our old buildings, and where the PFI contractor is responsible for the furniture and fittings. HSE's overall estate costs did not fall in 2005/06 because of the planned transitional costs of moving to Redgrave Court and rents, rates and utilities inflation. HSE ran three pilots to assess the potential of 'hot desking' to further reduce the size and cost of the estate. Having reviewed the results, the Board decided that it did not want to proceed for the time being.
HSE's board set an efficiency target of £50 million savings for 2005/06 to 2007/08, of which half are to be cash releasing	Progress in 2005/06 enabled us to achieve our first year target of £10m with forecast savings valued at £14m.

Workforce (page 5 of HSC Business Plan)

Objective	Progress
Build on the staff's strengths, help staff to realise their potential	Valuing our staff: HSE was successfully reassessed as meeting the Investors in People 2005 standard. Further development work is described below.
Develop a far-reaching Workforce Strategy. Key aim: improve HSE's management functions	The HSE Board has developed and begun to implement an ambitious HR strategy, which will build capacity, develop workforce planning, improve performance management and work

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Objective	Progress															
Improve skills for specialist roles and more generally in line with <i>Professional Skills for Government</i> initiative	towards better pay and reward arrangements. Achievements included: agreement of a 3 year pay deal including larger bonuses for high performance, and ending industrial action; the first intake of trainees on a new foundation management scheme; and the creation of a talent pool of staff with potential for senior roles. Also reorganised the HR function to provide improved support at lower cost. Changes include the establishment of an HR service centre; bringing together HR and Learning & Development functions (previously separately brigaded); and establishing a new HR Strategy & Policy Group. Staff survey results were disappointing – although good on commitment, work life balance and training opportunities, it was less good than hoped on job satisfaction and poor on leadership by senior management and the management of change. Progress on improving management capability and learning and development was slower than hoped.															
Run significant recruitment campaigns to bring in new staff	We recruited 258 staff including 90 trainee Inspectors and 20 management trainee staff through a Foundation Programme. HSE was less successful in recruiting more specialist staff; the continuing shortfall in the number of nuclear inspectors is an ongoing issue that is being addressed.															
Continue to redirect staff effort so it is more closely aligned with the Commission's priorities	The Business Plan for 2006/7 sets out resources assigned to high-level objectives. The HSE Board has agreed to proceed with a Resource Management System that will help more precisely to attribute costs to objectives.															
Work at improving management of sickness absence	More proactive management and improved occupational health support has resulted in: Average days absence per staff year/per quarter <table style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="2">2004/05</th> <th colspan="3">2005/06</th> </tr> <tr> <th>End Year</th> <th>Quarter 1</th> <th>Quarter 2</th> <th>Quarter 3</th> <th>Quarter 4</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">8.52</td> <td style="text-align: center;">7.65</td> <td style="text-align: center;">6.85</td> <td style="text-align: center;">8.08</td> <td style="text-align: center;">Awaiting</td> </tr> </tbody> </table>	2004/05		2005/06			End Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	8.52	7.65	6.85	8.08	Awaiting
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Additional work undertaken (not in Business Plan)

Work	Progress (to date)
Buncefield Investigation	Reports published: <ul style="list-style-type: none"> • Buncefield Investigation Board – Second Progress Report (11 April 2006) • Control of Major Accident Hazards Directive – Major Accident Short Report (8 March 2006) • Buncefield Investigation Progress report (21 February 2006)
Energy Review	On 23 January the Secretary of State and the Minister for Energy launched the consultation document " Our Energy Challenge: securing clean, affordable energy for the long term ". The consultation is about the future of Britain's energy supply and considers all aspects of the energy system. It sets out the energy challenges we are currently facing, and invites responses to the evidence presented and to what should be done to secure clean, affordable energy for the long term.
Implement HSC Strategy: To review its safety case regimes to ensure that they remain relevant and proportionate to the changing nature of relevant industries in Great Britain	The review has been completed and concluded that HSE: <ol style="list-style-type: none"> a) Is performing a crucial role and doing it well; b) Is seen as independent and contracting out its role to third parties was not seen as desirable; c) has well established processes and arrangements to determine the depth and breadth of assessment and inspection activity;

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Work	Progress (to date)
	d) is not grossly disproportionate in the resources it deploys in the different permissioning regimes in relation to the risks those regimes present; e) makes limited use of safety data provided by duty holders. The regimes were considered fit for purpose except for a particular problem with the Gas Safety (Management) Regulations.

PEFD
April 2006