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HEALTH AND SAFETY EXECUTIVE
The HSE Board

Corporate Plan for Health & Safety in HSE 2008/09
A Paper by Tim Beaumont

Advisor: Corporate Health & Safety Committee, Human Resources Division.
Cleared by Justin McCracken on 26 February 2008

Issue

1. To agree the Health & Safety Corporate Plan for 2008/09.

Timing

2. For discussion at this meeting.

Recommendation

3. That the Board approves the plan, subject to any amendments that are agreed, and agrees that it is appropriately resourced.

Background

4. The plan is based on the three year framework for health and safety¹. It is the last plan to be based on the current framework. Where actions in the framework have been achieved they have been removed from the plan.
5. The plan sets out the main headline activities that we plan for the year ahead. As such the plan needs to:
 - a. address our main hazards areas;
 - b. contain leading and lagging performance measures;
 - c. contain actions that are 'S.M.A.R.T.'²; and
 - d. have widespread support from management and staff.

Argument

6. The Plan is attached at Annex 1. Our main hazard areas are mentioned throughout the plan along with other specific actions prompted by the three year framework.

¹ <http://intranet/yourhealthsafety/plans/framework.pdf>

² S – Specific, M – Measurable, A – Achievable, R – Realistic, T - Timebound

7. The plan is set out in 14 actions and 7 performance measures (5 lagging & 2 leading) for the year ahead. A summary table designed to aid progress monitoring is added.
8. One performance measure relates to sickness absence. It appears likely at the moment that HSE will miss the 2007/08 target of 8.0 days/staff member for levels of absence. The provisional target for 2008/09 of 7.1 was set at the start of the work-year and is probably no longer feasible. It is proposed that the Board reconsiders this target after the year end and agrees a more realistic level to reach for 2008/09 after taking advice from HRD and Statistics Branch.
9. In some parts of the plan (e.g. 'Culture' item 2 on p5 of this paper) it has not been possible to confirm an action at the time of writing. However, the plan contains an undertaking to carry out work in this area.
10. A lot of the plan places the burden of carrying out the activity on HRD. The impact of the 2007 Spending Review hasn't yet been fully quantified but there is a possibility that backroom functions in HSE will be expected to deliver more savings. The impact of any such cuts on our ability to deliver this plan will need to be carefully monitored.

Consultation

11. The first draft of the plan was released on 21st December. It was circulated to CHSC members. Other stakeholders – Internal Communications, Site Safety Committees, HRD – have had an opportunity to see this and add comments. A new draft was produced for the CHSC meeting on the 22 February. The CHSC made further comments and these have been included.
12. PFPD have been consulted about the resource implications of the plan.

Presentation

13. After Board approval the usual procedure is to release onto the Website and the Intranet with attendant publicity in e-express. In the past other publicity actions – e.g. tray drop of a plan summary – have taken place. External parties do take a close interest in HSE's health & safety performance and the plan is scrutinised by others.

Costs and Benefits

14. A good health & safety plan is part of the process that leads to HSE being an exemplar for health & safety.

Financial/Resource Implications for HSE

15. The plan is intended to place no excessive burdens on resources. There is no specific 'health & safety' budget in HSE apart from the money allocated to funding our occupational health contract.
16. The overall coordination of internal health & safety is within the Human Resources Directorate. There is one dedicated Band 3 & ½ of Band 4 committed to internal health & safety. This equates to £100k average full cost for the year of which a significant proportion would be allocated to implementation of the plan.
17. The work on managing attendance is intended to release savings to the organisation. These are yet to be quantified for 2008/09 in terms of cost benefit.

The internal communications work has no separate budget and is supported through existing staff time. If any extra publicity material is required (posters, tray drops etc) the money will need to be found from within proposed departmental budgets. The same is true for extra training courses, apart from the managing attendance support visits.

18. Other resource implications include:

- a. Time for attendance at national consultative committees.
- b. Time in the regions for local health & safety initiatives included running of local committees.
- c. Time in other Divisions (Estates Management Unit, Internal Audit, HSL) for specific health and safety actions.
- d. Time in all line management chains to implement health & safety policies and plans.

Environmental implications

19. None anticipated

Action

20. The plan is submitted to the Board for approval. Any amendments identified need to be raised with Tim Beaumont.

Annex 1: Draft Corporate Plan for 2008/09

Introduction

HSE is committed to exemplary performance in H&S management. This means having in place effective management arrangements that ensure the well being of our staff, and minimise the losses (financial and to our reputation) to our business from ill health and injury. It requires that we search out, adopt and update best practice relevant to and proportionate to the risks we and our staff face, and that we follow our own guidance for relevant activities. We are also committed to doing this by creating an environment in which managers and staff work together closely and constructively.

This plan sets out the principle health & safety improvement activities to take place in HSE during the 2008/09 work-year. All staff should read this plan and think of how they can contribute to delivering the plan's outcomes.

The plan supplements the on-going health and safety activities that continue throughout HSE. The 'Your health & safety' intranet site sets out HSE's health & safety policies and procedures, including responsibilities for health & safety management.

The plan should be seen in the context of the three-year framework for health & safety 2006 to 2009. This framework was agreed by the HSE Board and Corporate Health & Safety Committee and sets out three key themes that HSE aims to develop in the period up to 2009. These themes are:

- A positive health & safety **culture**,
- **Coherent** policies and procedures and
- **Compliance** with appropriate health and safety standards.

The CHSC will monitor the progress of the plan at each of three meetings that will take place in the year. Annex 1 to the plan will act as a monitoring tool.

Other health and safety groups throughout HSE (e.g. local health and safety committees, Operations Group Health and Safety Committee, Stress Working Group and Managing Attendance Support Team) will adopt the relevant sections into their plans for 2008/09. At the end of the year the committees will be asked for a report by the Health and Safety Advisor on the health & safety activity they have undertaken throughout the year. They will also be asked for assurance that health and safety is being managed effectively at the local level.

Individual line managers and staff members need to be aware of the significant health and safety initiatives planned for the year ahead and what our performance indicators are. The responsibility for implementing the plans and policies referred to in this document are with line management.

More information about roles and responsibilities for health & safety in HSE can be found on the ['Your health & safety'](#) intranet site.

Plan content

The content of the plan relates closely to the three year frame work for health & safety agreed jointly between management & trade unions in 2006, but is presented this year with activities grouped into themes. Actions & performance measures proposed for the year ahead are in Red Bold along with a proposed approach to monitoring progress. All the actions & performance measures are summarised in Table 1 at the end of the plan.

1. Targets

We have, as far as possible, set SMART (specific, measurable, attainable, relevant, time bound) targets for HSE's health and safety performance that include leading and lagging indicators. Our targets for this year, which need to be seen in the context of our longer term improvement targets (See Table 2 at the end of the plan), are:

Performance Measure 1. To have fewer than 134 accidents leading to injury.

Performance Measure 2. To have fewer than 33 slips and trip related injuries³.

Performance Measure 3. To have fewer than 100 cases of work related ill health.

Performance Measure 4. To have fewer than 41 cases of DSE related ill health.

Performance measure 5. Sickness absence - Originally this was due to be a reduction to 7.1 days/staff member for the year. The plan is to agree this target after the absence data for 2007/08 has been fully collated and analysed.

Performance measure 6. 100% drivers who do more than 5,000 public miles a year are up to date with their safe driving training.

Performance measure 7. 90% of staff to be up to date with their DSE assessment.

How to monitor – For Measures 1 – 5 reports from records on e-HR will be used and the progress fed back to the Board and CHSC via monthly reports and the quarterly balanced scorecard. HRD will discuss with Internal Audit & D/Ds about how best to monitor 6 & 7

2. Management and Review

- We will make health and safety training a component of the new package of essential management training.

Action 1. By the end of the year to have a manager training syllabus prepared that includes health & safety.

³ Performance measure 2 refers only to HSE staff. Other performance measures relate to HSE staff and non-employees who work on or visit HSE premises.

How to monitor – HRD Learning & Development are working on this area. Report to be provided to CHSC by year end.

- We will ensure that the findings of new research into workplace safety are communicated to HSA (Health & Safety Advisor) for consideration, and incorporation into our policies as appropriate.

Action 2. Ensure that the relevant findings of planned research projects (specifically R68.11⁴ on sickness absence management, R54.106⁵ on stress & JN3309⁶ on slips and trips are incorporated in internal health & safety policies

How to monitor – Discussion at CHSC meeting

- We will use audits to seek to continually improve our performance

Action 3. Audit on incident investigation including stress incidents to be completed during the work year.

Action 4. HRD & IA to produce a list of health & safety audit priorities to be included in the planning for future annual audit plans.

How to monitor – Final report from audit to be presented to CHSC along with list of future audit priorities.

- We will use new personnel IT systems to produce more meaningful information about sickness absence and causation.

Action 5 – HRD to produce and publicise refreshed guidance on incident recording and investigation linking the e-HR system with the reporting form by half year, the new guidance to be piloted before general roll out. Refresher training to be offered to staff responsible for reporting incidents and advice on using the system to generate reports on incidents and attendance to be publicised.

How to monitor – Feedback to be given to the CHSC at the Autumn 08 meeting.

- We will ensure that we make progress in the management of key health and safety issues, specifically risks associated with display screen equipment (DSE) and fire safety in the estate

Action 6 – HRD to update and publish new DSE policy and procedures after the March 2008 joint management/TU DSE task and finish group.

⁴ [Management of sickness absence and return to work: trial and evaluation of an approach in small and medium organisations](#)

⁵ [Stress Management Competence: Phase 2 - validation of management behaviours necessary to implement the HSE management standards](#)

⁶ [To investigate the impact of human factors on slip and trip accidents](#)

Action 7- The new fire safety policy due to be agreed in 1st quarter 2008/09 to be implemented by regional health & safety committees.

How to monitor – Feedback from committee discussions to be relayed to the November 2008 CHSC meeting

3. Consultation and Communication

- We will engage all who work in HSE through consultation. We will develop the role of safety reps using the work currently underway in engaging the workforce.

New guidance on role of safety reps is due to be published by the end of the 2007/08 work-year.

Other stakeholders – HSEs TUs, HRD Strategy & Policy, Site safety Committee chairs & coordinators

- We will use the staff survey to assess the perceptions of staff about in house health, safety, and well being.

The aim is to include appropriate questions in staff survey & stress survey due in 2008/09. The plans for this survey are yet to be clarified.

Other stakeholders – HRD Strategy & Policy

- We will consider using other behavioural assessment tools to find which behaviours need to change and how to do it

A review of incidents in HSE currently is underway, to determine the strength of the evidence for pursuing the behavioural safety approach. If there is evidence that further work is necessary a suitable action will be agreed at CHSC.

Other stakeholders – HSE's TUs, HSL, Policy Group, HID

- We will maintain a programme of in house communication for health, safety, and well being.

Action 8 - Produce a full communication map that identifies the key stakeholders to communicate with and the preferred methods of communication and then use this to draw up an internal health & safety communications plan for 2008/09.

How to monitor – A report on communication activities to be part of Corporate Plan update at CHSC.

- We will improve the reporting of near misses and incidents of verbal abuse.

Action 9 – Internal near miss national publicity campaign consisting of:

- An initial near miss reporting campaign to run in the 1st quarter of the year. The aim of the campaign is to

promote near miss reporting and effective investigation with a spin off benefit of promoting escalation of health & safety issues.

- **A refresher campaign to run in October 08 to coincide with European Week of Health & Safety at work. This campaign would also encourage D/Ds to review the near misses they have received to see if any trends emerge and to act appropriately.**

How to monitor – Report on initial campaign to be presented to the autumn 2008 CHSC meeting. Local health & safety committees to report on findings of near miss analysis to spring 2009 CHSC. Near miss numbers will also be monitored to see if there is a rise in issues identified.

4. Sickness Absence

We will develop the management of sickness absence in the next three years so that the organisation and the individual staff members feel the benefits of improved health. Corporately this work is being led by the Managing attendance Support team.

- We will ensure that managers across HSE understand their role and what support and advice is available to them.

Action 10 - Plan & run 10 managing attendance support visits across HSE divisions

How to monitor – Each CHSC meeting to include a below the line report on the activities in this area.

- We will ensure that all directorates actively manage of attendance.

Action 11 - Senior managers to provide assurance that in their areas attendance management issues are being actively monitored.

How to monitor – SCS to be contacted via Board Champion during 1st quarter 2008/09 as SCS performance agreements are put together and then report back to CHSC.

5. Stress

- We will progress work on this topic at a corporate level through the Stress Working Group. Much activity has already been undertaken in HSE, and the emphasis now is on consolidation, fine tuning, and review of progress – while recognising and managing new challenges.

Action 12 – HRD & the SWG to develop the training & support available to line managers, business partners & safety reps by:

- **updating the existing web-based guidance on stress, including approaches to investigation;**

- **developing a bite-size training package for managers in dealing with stress in staff; and**
- **organising a master-class in the use of the stress management standards for key stakeholders in HSE.**

Action 13 – HRD & the SWG to scrutinise how HSE has used the stress management standards since their launch in 2004 to see if there are areas of improvement required.

How to monitor – Report from SWG to Summer 08 CHSC

Action 14 – D/Ds to provide assurance that local stress initiatives and action plans are on course

How to monitor –to be reported to Stress Working Group and end of year summary provided to Summer 09 CHCS

6. Other Topics

There will be new issues which emerge during the year and require our attention. We will keep this plan under review and adjust it as necessary to make sure we are always using our limited resources to address the most appropriate mix of topics.

In line with our previously stated commitment we will also ensure that we implement rapidly within HSE any new policies that HSE produces for the rest of the UK.

Table 1: Summary of actions and performance measures in the 2008/09 Corporate Plan for Health & Safety

What?	Who to deliver?	How to be monitored?	Progress monitoring ⁷			
			Summer 08 CHSC	Autumn 08 CHSC	Spring 09 CHSC	Year end
<i>Action 1 - By the end of the year to have a manager training syllabus prepared that includes health & safety.</i>	Human Resources Division	HRD to report to CHSC				
<i>Action 2 - Ensure that the relevant findings of planned research projects (specifically R68.11⁸, R54.106⁹ & JN3309¹⁰) on work related stress and slips and trips are incorporated in internal health & safety policies by HRD</i>	HRD in consultation with Chief Scientist Unit	Timetable dependent on report publication				
<i>Action 3 - Audit on incident investigation including stress incidents to be completed during the work year.</i>	Internal Audit with HRD as the customer	Final report from audit to be presented to CHSC				
<i>Action 4 - HRD & IA to produce a list of health & safety audit priorities to be included in the planning for future annual audit plans.</i>	Internal Audit & HRD	List to be presented to CHSC in time to be used in 2009/10				
<i>Action 5 - HRD to produce refreshed guidance on incident recording and investigation linking the e-HR system with the reporting form by half year, the new guidance to be piloted before general roll-out. Refresher training to be offered to staff responsible for reporting incidents and advice on using the system to generate reports on incidents and attendance to be publicised.</i>	HRD	Update report to CHSC.				
<i>Action 6 – HRD to update and publish new DSE policy and procedures after the March 2008 joint management/TU DSE task and finish group.</i>	HRD	Update report to CHSC				
<i>Action 7- The new fire safety policy due to be agreed in 1st quarter 2008/09 to be implemented by regional health & safety committees.</i>	Regional health & safety committees	Update report to CHSC				
<i>Action 8 - Produce a full communication map that identifies the key stakeholders to communicate with and the preferred</i>	HRD & Internal Communications	Final report to be presented				

⁷ Deadlines indicated by thick line. As the year progress RAG ratings could be used to mark progress.

⁸ [Management of sickness absence and return to work: trial and evaluation of an approach in small and medium organisations](#)

⁹ [Stress Management Competence: Phase 2 - validation of management behaviours necessary to implement the HSE management standards](#)

¹⁰ [To investigate the impact of human factors on slip and trip accidents](#)

What?	Who to deliver?	How to be monitored?	Progress monitoring ⁷			
			Summer 08 CHSC	Autumn 08 CHSC	Spring 09 CHSC	Year end
<i>methods of communication and then use this to draw up an internal health & safety communications plan for 2008/09.</i>		to CHSC				
<i>Action 9 - Action 9 – Internal near miss national publicity campaign consisting of: > An initial near miss reporting campaign to run in the 1st quarter of the year. The aim of the campaign is to promote near miss reporting and effective investigation with a spin off benefit of promoting escalation of health & safety issues. > A refresher campaign to run in October 08 to coincide with European Week of Health & Safety at work. This campaign would also encourage D/Ds to review the near misses they have received to see if any trends emerge and to act appropriately.</i>	Regions with support from HRD & Internal Communications	Report to be presented to the autumn 2008 CHSC meeting and spring 2009 CHSC. Near miss numbers also to be monitored.				
<i>Action 10 - Plan & run 10 managing attendance support visits across HSE divisions</i>	HRD & MAST with help from Business Partners	Update report to CHSC				
<i>Action 11 - Senior managers to agree to provide assurance that in their areas attendance management issues are being actively monitored.</i>	Inserted as component into the performance agreement process for SCS	Report to CHSC from Board Champion				
<i>Action 12 – HRD & the SWG to develop the training & support available to line managers, business partners & safety reps by: > updating the existing web-based guidance on stress, including approaches to investigation; > developing a bite-size training package for managers in dealing with stress in staff; and > organising a master-class in the use of the stress management standards for key stakeholders in HSE.</i>	HRD & members of the SWG	Reports to each CHSC meeting				
<i>Action 13 – HRD & the SWG to scrutinise how HSE has used the stress management standards since their launch in 2004 to see if there are areas of improvement required.</i>	HRD & members of the SWG	Report to Summer 08 CHSC meeting				
<i>Action 14 - Each directorate to ensure that progress of the stress action plan is maintained.</i>	Directorates & Divisions	HRD to obtain information from Strategic Planning Unit and report to CHSC				

What?	Who to deliver?	How to be monitored?	Progress monitoring ⁷			
			Summer 08 CHSC	Autumn 08 CHSC	Spring 09 CHSC	Year end
<i>Performance Measure 1. To have fewer than 134 accidents leading to injury</i>	HSE	HRD to use data entered into e-HR. Reports provided to Board and CHSC.				
<i>Performance Measure 2. To have fewer than 33 slips and trip related injuries</i>						
<i>Performance Measure 3. To have fewer than 100 cases of work related ill health</i>						
<i>Performance Measure 4. To have fewer than 41 cases of DSE related ill health</i>						
<i>Performance Measure 5. Sickness absence rate [target to be confirmed]</i>						
<i>Performance Measure 6. 100% drivers who do more than 5,000 public miles a year are up to date with their safe driving training.</i>	HSE regions	HRD to issue request for assurance at year end.				
<i>Performance Measure 7. 90% of staff to be up to date with their DSE assessment.</i>						

Table 2: Summary table of previous performance and targets up to 2009/10

Incident category	Year ¹¹							
	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
All incidents causing injury	162	140	175	145	107	137	134	130
Slips and trips causing injury	45	34	46	38	31	35	33	32
All work related ill health	158	101	127	105	93	101	100	98
DSE related ill health cases	92	51	63	32	39	41	41	41

¹¹ For 2002/03 figures equate to end of year outturns. For 2007/08 onwards figures refer to preset targets.