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## Implementation of the Strategy for the Health and Safety of Great Britain 'Be Part of the Solution': Development of Sector Strategies

### Purpose of the paper

1. To update the Board on the work to develop sector strategies as part of the implementation of "Be Part of the Solution" (BPoS), the strategy for the health and safety of Great Britain.
2. To request the Board's approval (in principle) for the future publication of the sector strategies on the HSE website;

### Introduction

3. "Be Part of the Solution" was developed as a Strategy for the entire UK health and safety system, in recognition that successful delivery would require collective effort from regulators, duty holders and others. Working within finite resources would necessitate the targeted application of strategy goals to where they could potentially have greatest impact to improve the control and management of risk. The role of sector strategies in this form of planning proactive interventions was introduced in Board paper HSE/11/68: "HSE Three Year Business Plan, 2012 – 2015", which was taken at the October 2011 meeting.
4. Since the launch of BPoS, the Board has been regularly updated on progress with many of the cross cutting themes of the Strategy, e.g. Leadership (HSE/10/28), Competence (HSE/10/10), SMEs (HSE/09/104) etc, as well as initiatives within specific priority industries, e.g. Waste & Recycling (HSE/10/51), Agriculture (HSE/11/14) and Construction (HSE/11/52). Although it is expected that this sector-based system of reporting to the Board will continue, this paper provides a wider perspective on how the approach to strategy delivery has evolved since June 2009. The focus is upon the development of sector strategies as a means of facilitating the tailored application of strategy goals within specific industries.

### Move Towards Priority Sector Co-ordination of Delivery

5. Delivery of HSE's contribution to BPoS was initially coordinated by a series of cross-cutting Strategy Action Teams (SATs), which each focused on work related to a specific strategy goal. With the input of external experts, concurrent analysis of the broader influences and interactions within the health and safety system indicated that a sector-based approach to delivery would be the most efficient means of targeting effort. It would allow for the development of tailored, sector specific interventions whilst having more resonance for industry partners.

6. All industries regulated by HSE and Local Authorities (LAs) have been aggregated into 16 'sectors', the only exceptions being the (relatively lower risk) Finance Sector and the Retail Sector, which is the subject of its own separate strategy (see para. 9). A full list of the sectors and their respective scope is available at Annex A.
7. Many of the sectors reflect those previously identified as high priority, such as Construction, Agriculture and the major hazard sectors. Others are much broader but have specific areas of performance that warrant attention from the health and safety system, for example, various sub-sectors of the Public Services sector. A combination of HSE and Local Authority priorities are also reflected e.g. events within the Leisure sector and Section 3 (HSWA) considerations arising in relation to health and safety in the Beauty industry.

### **Sector Strategies**

8. Each sector strategy explores the context within which an industry operates, taking into account factors such as size, demographics, fatality / injury / ill health rates and potential future risks to define key health and safety issues for that sector. The underlying challenges for each sector then provide the structure for tailored aims and objectives aligned to the strategy goals, which if met are likely to drive forward improvements in the sector's health and safety performance. Priority health and safety issues for each sector are thereby linked via planned interventions to the "Be Part of the Solution" Strategy goals (see Annex B).
9. In taking a health and safety system perspective, the strategies identify 'what' needs to be done and 'why' to address challenges within that sector. Strategic and tailored interventions are subsequently developed, taking account of the relative efficiency and effectiveness of alternative types of intervention, together with wider Government policies for the reform of the health and safety system<sup>1</sup>. Accompanying milestones for achievement and measures of success will facilitate sector-based performance monitoring.
10. The sector strategies are also being used by HSE's Local Authority Unit (LAU) to inform the priority planning material for LA Health & Safety regulators<sup>2</sup>. This has formed part of the guidance developed to assist LAs to target their interventions. It underpins the joint HSE/LGA statement on how LAs might meet the Government's health and safety reforms, in particular the need for better targeted interventions and a reduction in the overall number of proactive inspections.

### **Strategic Approach to Intervention Development and Delivery**

11. Strategic approaches for relatively 'high risk' industries (such as Mines and Construction) will retain a stronger proactive inspection element than those for comparatively 'lower risk' sectors (e.g. Education). In areas where evidence

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<sup>1</sup> ['Good Health and Safety, Good for Everyone'](#), The next steps in the Government's plans for reform of the health and safety system in Britain', Department for Work and Pensions, 21<sup>st</sup> March 2011.

<sup>2</sup> A strategy for the Retail Sector has been developed separately from this suite of work in response to the "Common Sense, Common Safety" recommendation for HSE to have an enhanced role in Primary Authority schemes for large multi-site retailers.

indicates that direct HSE intervention or proactive inspection would not be the most efficient or effective approach, or where the structure and engagement of the industry is sufficiently conducive, the emphasis will be to work through stakeholders to deliver improvements in levels of work-related harm. Initiatives being taken forward in this way include:

- a. Quarries: Work through Quarries National Joint Advisory Committee (QNJAC) and trade bodies to ensure that the industry achieves full competence assurance of quarry management at all levels, as well as for workers engaged in safety critical tasks.
- b. Downstream Gas: HSE in partnership with Gas Safe Register and a cross industry representative group of gas installers, manufacturers and major house builders will ensure that advice on safety measures for flues in voids is clear and consistent and that steps are taken to address the problem effectively.

12. Annex A provides a brief indication of the strategic approach to delivery in each of the 16 sectors. HSE will ensure that it retains capacity to respond in the event of significant incidents, or if evidence emerges that indicates a need for more direct intervention. The sector strategies are designed, like BPoS, to be adaptable documents. Each will be reviewed on an annual basis (or following significant stimuli), to ensure that they remain relevant, focused and effective.

13. Work to deliver BPoS and the strategy goals has continued alongside the development of sector strategies and a sample of key initiatives may be found at Annex C. Although HSE's current Delivery Plan (2011/12) was drafted prior to the completion of the sector strategies, as work has progressed in parallel it has been shown to be largely consistent with the emerging strategic approach. For some sectors (e.g. Waste & Recycling), the development of the sector strategies has provided a level of reassurance with regard to current direction. Others (e.g. Manufacturing) were challenged to reassess HSE's role in particular sub-sectors, together with the efficiency and effectiveness of alternative interventions within this context.

## **Stakeholder Engagement**

14. Stakeholder involvement in developing the sector strategies has been pursued through a variety of approaches, depending upon such factors as the size of a sector, the maturity of intervention programmes and the nature of existing relationships. In general, established business channels have been used to consult with sector stakeholders, reflecting much of HSE's on-going stakeholder engagement, e.g. the Chemical strategy via the Chemical and Downstream Oil Industry Forum (CDOIF).

15. The level of stakeholder involvement and consultation with regard to the sector strategies may be placed in 2 broad categories:

- a) Sector strategies for which consultation has been conducted or is planned:

- b) Sector strategies reflect existing, mature programmes where stakeholder consultation has already taken place. Duplicate external involvement in translating these approaches into a sector strategy format has therefore not been sought.

16. As each sector strategy is written from the perspective of the health and safety system, it should help to encourage a shared view amongst stakeholders of the underlying causes of sector problems, together with a consensus as to appropriate objectives and remedial actions. Equally, it is acknowledged that the need to prioritise interventions could lead to divergence of opinion, for example, should this result in specific issues receiving less attention than some stakeholders have come to expect. In order to increase transparency and facilitate stakeholder engagement, it is recommended that the Board support the principle of making each sector strategy available online via the HSE website once appropriate stakeholder consultation has taken place.

### **Summary**

17. HSE has organised its delivery of the proactive elements of the strategy around industry sectors. Together, the sector strategies provide a coherent, targeted and proportionate response to deliver the proactive elements of the Strategy for the Health and Safety of Great Britain. They take a system perspective, engaging others to deliver and encouraging a sense of shared ownership regarding the challenges ahead. They also help to ensure that interventions undertaken by HSE and LA regulators are consistent with industry and political expectations, indicating where proactive inspection is not expected to be employed as an intervention technique.

18. The strategic approach to HSE's elective, proactive work now aligns with the business planning cycle, enabling the Board to be confident that planned actions are clearly rooted in a shared understanding of defined sector problems. This will enable HSE and external partners to develop a view of performance across a sector. Importantly, it also provides a clear line of sight from interventions through to the goals of 'Be Part of the Solution' as the overarching Strategy for the Health and Safety of Great Britain.

### **Action**

19. The Board is invited to:

- a) Note the progress with implementation of the health and safety strategy "Be Part of the Solution", and;
- b) Agree in principle to the online publication of the sector strategies following appropriate stakeholder consultation.

### **Paper clearance**

Paper cleared by SMT on: 08/12/2011

## Annex A

### Summary of the 16 sector strategies segmented into three broad groups:

- High Hazard Priority Sectors
  - Working through others
- Lower HSE proactive involvement

Sector	Summary
<b>Higher hazard, priority sectors</b>	<i>Sectors requiring high attention from both the health and safety system and the regulator. Most intervention types from proactive inspection campaigns, joint stakeholder initiatives, research, partnership delivery, guidance and information are adopted.</i>
<b>Chemicals</b> <i>Manufacture, Importation, Storage, Distribution, supply, Biological agents, Pesticides &amp; biocides</i>	<ul style="list-style-type: none"> <li>– The strategy recognises the specific priorities within the chemical industry and involves joint initiatives with industry and other agencies, for example; cooperation with industry and unions to improve the comprehensibility of chemical supply information and further promulgation of process safety leadership within chemical major hazard industries.</li> <li>– The ill health is on improving competence through those best placed to improve knowledge and understanding of hazards and risk control.</li> <li>– Significant components of the strategy are the mandatory aims and objectives for the regulatory regimes for major hazard chemicals and biological agents along with administration of notification and approval schemes. These are almost exclusively for HSE but some involve working with and through other regulatory partners, agencies and the EU.</li> </ul>

<p><b>Construction</b> Large sites, Small sites, Asbestos</p>	<p>The construction strategy reflects the work in train developed via HSE's construction Programme Board and CONIAC.</p> <p><b>Smaller sites</b></p> <ul style="list-style-type: none"> <li>- The strategy takes a multi faceted approach that aims to increase the awareness of duty holders' health and safety obligations and for them to be competent to take positive, proportionate steps towards compliance.</li> <li>- To achieve this, the strategy aims to simplify guidance on duties and identify and use effective routes of influence.</li> <li>- Reactive and proactive enforcement to secure compliance &amp; tackle rogue traders.</li> </ul> <p><b>Larger sites</b></p> <ul style="list-style-type: none"> <li>- A diverse approach aligned to multiple objectives concerning health, supply chain integration, emerging technologies and risk communication.</li> <li>- The goals of leadership and competence are highlighted with the aim to ensure health and safety priorities and standards continue to be driven towards improvement.</li> <li>- The strategy also aims to increase individual and organisational competence to proactively manage health and safety risks.</li> <li>- Reactive investigations to attain immediate and sustained compliance with the law.</li> </ul> <p><b>Asbestos:</b></p> <ul style="list-style-type: none"> <li>- The strategy reflects existing programmes that support the asbestos licensing regime and robust inspection of refurbishment work. They include partnership working to deliver training for asbestos awareness and a review and update of web and internal guidance.</li> </ul>
<p><b>Explosives</b> Manufacture, Storage (Including fireworks)</p>	<ul style="list-style-type: none"> <li>- A small but very significant major hazard sector in which a range of permissioning regimes are applied, (e.g. explosives licenses, requirements of COMAH Regulations, product classifications etc).</li> <li>- A full range of intervention approaches is adopted that includes; risk based proactive interventions, reactive investigations, assessment of safety reports and licence applications, research and promotion of competence, leadership and performance indicators with stakeholders.</li> <li>- Mandatory actions include review of explosives regulations &amp; guidance as well as supporting product surveillance and delivering sound specialist advice to OGDs.</li> </ul>
<p><b>Mines</b> Producing underground mines (coal and other minerals)</p>	<ul style="list-style-type: none"> <li>- Strategy focuses upon preventing catastrophe and the effective control of major hazards. There is a focus on the role of effective safety leadership and development of key performance indicators in delivering H&amp;S improvements.</li> <li>- Improving competence and worker involvement are also key priorities.</li> <li>- Improvements must be made in the sector's understanding of risks and monitoring and assessment of its H&amp;S performance.</li> </ul>
<p><b>Offshore Oil &amp; Gas</b> UKCS exploration, UKCS extraction, diving at work</p>	<ul style="list-style-type: none"> <li>- The strategy for this major hazard sector focuses upon reducing the potential for catastrophic incidents, with an emphasis upon; asset integrity, effective emergency procedures, preventing the loss of hydrocarbon containment, occupational H&amp;S.</li> <li>- Proactive inspection will be undertaken on these key priority topics, which have industry partner support.</li> <li>- Existing, mature stakeholder relationships will also assist with the consideration and adoption of recommendations from reviews of offshore safety following Deepwater Horizon.</li> </ul>

<p><b>Onshore and Offshore Gas &amp; Pipelines</b>  <i>Include , gas importation, processing storage, &amp; emerging energy sources</i></p>	<ul style="list-style-type: none"> <li>- The focus for this sector is upon reducing the potential for catastrophic incidents, in particular where these may affect members of the public.</li> <li>- Interventions will concentrate upon managing asset integrity and influencing key stakeholders to improve process safety leadership and the exchange of good practice, accompanied by the adoption of sector-wide Key Performance Indicators.</li> <li>- The sector strategy highlights the preventative importance of mandatory regulator duties, such as compliance with safety cases and proactive inspection of major hazard sites.</li> </ul>
<p><b>Waste &amp; Recycling</b>  <i>Municipal and commercial waste, collection, reception, transfer / sorting, processing, recycling, disposal, sewage and sanitation</i></p>	<ul style="list-style-type: none"> <li>- Rapidly growing high hazard sector with relatively high rates of work-related injuries and ill health.</li> <li>- Focus on re-galvanising industry to take greater ownership of H&amp;S issues through work of WISH forum, proactive inspection and provision of accessible guidance for SMEs.</li> <li>- Strategy highlights the need to encourage strong H&amp;S leadership among managers, improved worker competence and increased use of worker involvement to engage staff with H&amp;S issues.</li> </ul>

<p><b>Working with and through others</b></p>	<p><i>The predominant strategic approach is to challenge, engage and catalyse others within the sectors' health and safety systems to address core problems. There will be occasional specific sub sectors requiring greater regulator input, for example targeted proactive inspection in agriculture.</i></p>
<p><b>Agriculture</b></p> <p><i>Traditional farming, Wider land-based industries, amenities, forestry, etc.</i></p>	<p><b>Farming</b></p> <ul style="list-style-type: none"> <li>- The strategy is based upon stakeholders taking the lead and promoting culture change.</li> <li>- HSE will build upon joint working initiatives with industry &amp; trusted partners, e.g. Make the Promise brand and embedding good H&amp;S management practice as a core competence in vocational qualifications.</li> <li>- Some targeted preventative work e.g. vulnerable workers will aim to improve awareness of appropriate benchmark standards to promote compliance.</li> <li>- HSE to continue its role in regulating substances/organisms in farming sector posing catastrophic threat. E.g. ammonium nitrate.</li> </ul> <p><b>Wider land based sectors</b></p> <ul style="list-style-type: none"> <li>- The strategy acknowledges that industry stakeholders and intermediaries are best placed to lead the necessary cultural change to accept ownership of the sector's H&amp;S performance and promote good management practices.</li> <li>- The supply chain and public organisations are influential in setting standards and expectations. Similar to farming, competence based training within recognised vocational courses is a key objective.</li> <li>- The extensive SME element of this sector need to know when they have done enough and industry led SHADs are an important delivery tool.</li> <li>- Improving awareness of appropriate benchmark standards will be pursued through securing justice with multiagency involvement to ensure consistency and targeting.</li> </ul>
<p><b>Logistics</b></p> <p><i>Road haulage, Post &amp; courier, Ports &amp; docks</i></p>	<ul style="list-style-type: none"> <li>- The primary focus of this Strategy is to address shared responsibilities throughout the transport chain, including ports, shippers, consignors, haulage and logistics companies, warehousing and distribution, through to local delivery.</li> <li>- The work will build on existing partnership working with the port sector, and previous work with the major Trade Associations and TUs through the HSE Road Distribution Action Group.</li> <li>- The identified risks subject to proactive inspection include maintenance and use of lifting equipment; workplace transport; load safety.</li> </ul>
<p><b>Manufacturing</b></p> <p><i>A) Includes molten metals, poultry, dairy, meat, ship building and ship repair.</i></p>	<p><b>General</b></p> <p>Manufacturing is a very diverse sector and for the purposes of developing the manufacturing sector strategy, sub sectors were identified and segmented into four groups (A to D) according to hazard, accident record and health risks along with the types of approaches appropriate for those industries. .</p> <p><b>Group A</b></p> <ul style="list-style-type: none"> <li>- Industry sectors in Group A have relatively high incidence rates and/or significant health risks.</li> <li>- The strategy considers they are appropriate for: <ul style="list-style-type: none"> <li>o Proactive HSE visits, focussing on H&amp;S management. Where appropriate large employers will have centrally coordinated engagement.</li> <li>o Engagement with relevant trade associations and others to promote key messages (e.g. worker involvement, competence and health risks).</li> </ul> </li> </ul>

<p>B) <i>Includes; motor vehicle repair, stone work, woodworking, fabricated metal parts.</i></p> <p>C) <i>Paper and board, plastics, rubber, other fabricated metal products, other food and drink, non metallic mineral products.</i></p> <p>D) <i>e.g. leather, laundries, printing and textiles)</i></p>	<p><b>Group B</b></p> <ul style="list-style-type: none"> <li>- Also with high incidence rates and/or significant health risks but are dominated by SMEs.</li> <li>- The strategy considers they are appropriate for: <ul style="list-style-type: none"> <li>o Targeted proactive inspection on particular processes, occupational groups or duty holders (e.g. control of silica dust and movement of heavy stone slabs in stonemasons).</li> <li>o Work with trade associations and other relevant stakeholders, to promote key messages and to develop guidance and support, which will be specifically tailored to meet the needs of SMEs. The aim is to transfer ownership of the activity and the guidance to the stakeholders, and for it to be available to all SMEs in the industry.</li> </ul> </li> </ul> <p><b>Group C</b></p> <ul style="list-style-type: none"> <li>- Comparatively high risk sectors but are typified by industries with trade associations or intermediaries that have influence or where structural factors mean there are clear roles for others.</li> <li>- The strategy considers they are appropriate for: <ul style="list-style-type: none"> <li>o Industry groups and committees to take the lead in setting and promoting good H&amp;S practice for the industry.</li> <li>o Focussing on providing relevant information for SME companies within the industry sector.</li> <li>o Seeking to make improvements on H&amp;S standard through influencing the supply chain.</li> </ul> </li> <li>- HSE intervention directly with duty holders is likely to be reactively initiated.</li> </ul> <p><b>Group D</b></p> <ul style="list-style-type: none"> <li>- These industries are those that are relatively lower hazard and risk in comparison with other industries within the manufacturing sector.</li> <li>- The strategy considers they are appropriate for: <ul style="list-style-type: none"> <li>o Businesses to maintain compliance - requiring on going commitment to health and safety and a proportionate response to risk.</li> </ul> </li> <li>- HSE's input will most likely be restricted to maintaining existing guidance and assisting the industry in its development of new guidance material where necessary and a reactive regulatory role.</li> </ul>
<p><b>Public Services</b></p>	<ul style="list-style-type: none"> <li>- This is a large sector where work activities have the potential to affect both those providing (staff) and using (public) the services. It is made up of many diverse sub-sectors, ranging from relatively low risk office environments to high hazard sites working with biological agents and pathogens.</li> <li>- A key issue is the need for proportionate H&amp;S to ensure that risk is not managed in a way that hinders the delivery of essential services. The sector receives a high degree of political and media attention on this issue.</li> <li>- In order to produce a tailored and appropriate response, the sector strategy is divided into the following 6 distinct sub-sectors:</li> </ul> <p><b>Central and Devolved Govt</b></p> <p>Advocates a predominantly reactive approach to these relatively low risk sectors, with the exception of proactive inspection of high hazard sites, e.g. – those containing biological agents or pathogens (link to Chemicals Sector Strategy), with the emphasis upon process safety leadership and maintenance of asset integrity.</p> <p><b>Education</b></p> <p>Focus on the promotion of sensible risk to ensure H&amp;S is applied proportionately and is not managed in a way that prevents the organisation of school trips or classroom experiments. Stakeholder engagement will be undertaken to raise school dutyholder awareness of Control of Asbestos Regulations.</p>

	<p><b>Emergency Services (Fire &amp; Rescue and Police)</b> Focuses on embedding 'Striking the Balance' guidance to ensure that health and safety is not managed in ways that hinder the provision of these essential services to the public.</p> <p><b>Health and Social Care</b> Concentrates on encouraging stakeholder delivery in the development of high level statements and accessible guidance for SMEs.</p> <p><b>Local Government</b> Mainly reactive in basis, although working to encourage stakeholder delivery aimed at improving H&amp;S leadership and discouraging risk-averse decision-making. Progress in this area may contribute to other sector strategies, e.g. – LA procurement of W&amp;R and refurbishment services (link to Waste &amp; Recycling and Construction strategies).</p> <p><b>MoD</b> Focus on MoD implementation of recommendations from the Haddon-Cave Report and improvement of H&amp;S Leadership / control of major hazards through proactive inspection of high hazard areas (link to Explosives Sector Strategy)</p>
<p><b>Quarries</b> <i>Opencast coal working, quarrying of ornamental and building stone, limestone, gypsum / chalk, slate (mine), sand/gravel pits</i></p>	<ul style="list-style-type: none"> <li>– A relatively small sector (20-25K direct employees) dominated by 5 major quarry operators, and a small number (&lt; 10) of opencast operators, the remainder being companies from larger SMEs to micro businesses with a handful of employees,.</li> <li>– Influential trade associations and strong reputational drivers have resulted in a generally positive industry attitude towards H&amp;S.</li> <li>– Sector strategy will concentrate upon working through these influential bodies to deliver key health and safety messages (e.g. risks of Silica exposure and methods of control) and to share lessons learnt / best practice.</li> <li>– Industry will be engaged in production and promulgation of guidance (addressing safety, health and high hazard - avoiding catastrophe - events), delivery of training to raise competence levels (particularly in SMEs) and promote worker involvement.</li> </ul>

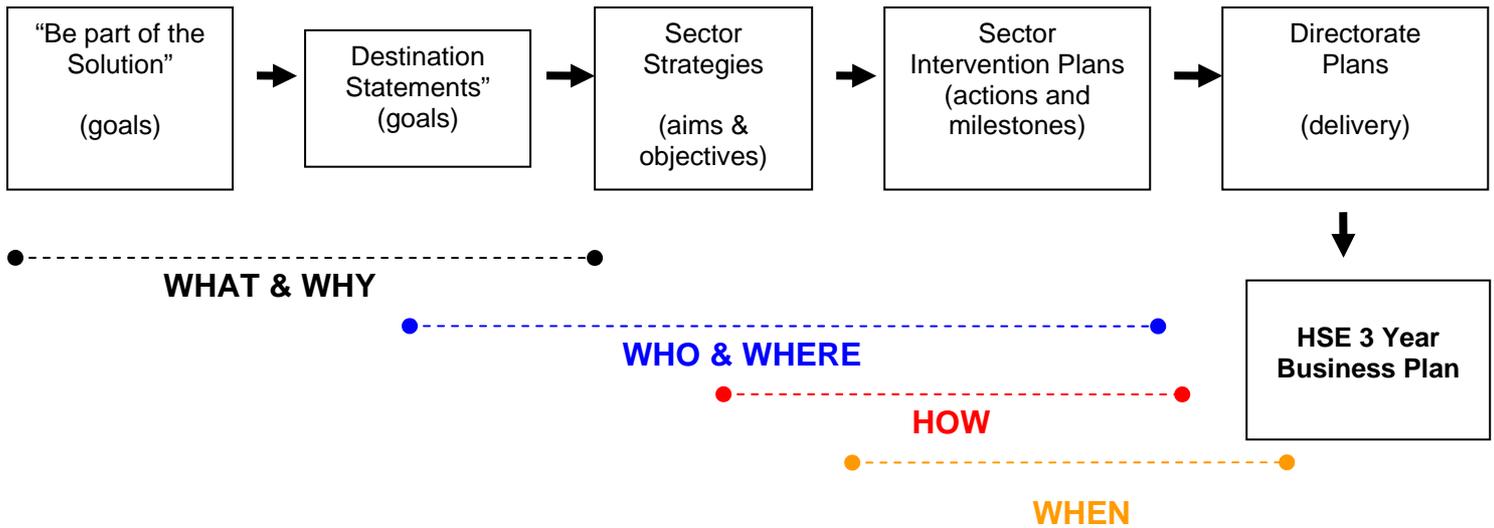
<p><b>Lower HSE proactive involvement.</b></p>	<p><i>Predominantly lower risk sectors or sectors with mature and/or well placed intermediaries to deliver the aims and objectives for that sector. Reactive investigations and enforcement will remain and there will be some specific exceptions where proactive interventions may be undertaken, e.g. fairgrounds.</i></p> <p><i>Generally for these sectors, the regulator will move to a position where others deliver but at the same time it will retain sufficient presence to react to changes in circumstance.</i></p>
<p><b>Beauty &amp; Cosmetic Services</b> <i>Hairdressing, nail salons &amp; tanning salons, Beauty therapy, Minor cosmetic surgery, Tattoo artists &amp; body piercing</i></p>	<ul style="list-style-type: none"> <li>– Almost wholly small and micro businesses mostly enforced by Local Authorities.</li> <li>– The strategy focus is on: <ul style="list-style-type: none"> <li>○ improving worker competence through sharing of the much good practice developed over recent years in training in educational establishments,</li> <li>○ the role of suppliers and manufacturers in ensuring competence in the safe use of new products, technologies and treatments.</li> <li>○ the importance of proportionate and appropriate application of H&amp;S legislation</li> </ul> </li> </ul>

<p><b>Downstream Gas</b> Installation and maintenance of gas appliances, landlords, users of domestic gas</p>	<ul style="list-style-type: none"> <li>- Emphasis is on public safety and protection of domestic consumers from the risk of carbon monoxide (CO).</li> <li>- Work will be undertaken with key industry stakeholders to increase public and landlord awareness of CO risks and duties with regard to control.</li> <li>- The strategy recognises the importance of HSE, Gas Safe Register and gas charities to support efforts to increase engineer competence, together with influencing the supply chain to 'engineer out' potential problems in the design and manufacturing phases.</li> <li>- Reactive enforcement to secure compliance &amp; tackle rogue traders will also be undertaken where and when appropriate.</li> </ul>
<p><b>Electricity</b> Generation, transmission, distribution, supply and new technologies</p>	<ul style="list-style-type: none"> <li>- With relatively low levels of work-related injuries and ill health, this sector strategy focuses upon potential future risks from new technologies in renewables and emerging energy sectors, but includes electricity networks and conventional generation too.</li> <li>- Sector strategy concentrates upon working through influential trade associations and stakeholders.</li> <li>- Industry / TU led initiatives particularly focusing on leadership, worker involvement and competence. Priorities include asset integrity and encouragement of both existing and new entrants to the sector to develop high levels of employee competence, both with regard to current technology and process and those being rapidly introduced.</li> </ul>
<p><b>Leisure</b></p>	<ul style="list-style-type: none"> <li>- An economically important sector encompassing a diverse set of activities. A key feature is the high level of public interface coupled with extensive use of volunteer, seasonal and casual labour. S3 of HSWA is central to work targeted to enable events and socially beneficial activities to take place safely without being hindered by overzealous attempts to eliminate risk.</li> <li>- The sector has been divided into the following four sub-sectors to allow for appropriately tailored and targeted interventions:</li> </ul> <p><b>Adventure Activities</b> Immediate focus is upon delivering Lord Young recommendation to replace the AALC with a new code of practice by Q1 2012/13. Needs of this sub-sector will be reconsidered following repeal of relevant, existing regulations in 2012/13.</p> <p><b>Events</b> Focus upon competence and leadership to ensure that the sector maintains its current high standards of H&amp;S. Key deliverables include development of new web pages for event safety and assisting industry to develop guidance. Work with industry stakeholders to develop guidance for temporary structures and work with LAs to capture lessons from inspections and enforcement for stakeholder consumption, including wider Olympics Legacy work.</p> <p><b>Fairgrounds</b> Focus on continued targeted and intelligence led proactive inspection and enforcement, with particular attention to travelling fairs and attractions. Work nationally through industry trade associations to improve the Amusement Devices Inspection Procedures Scheme (ADIPS) and to encourage the setting of minimum standards of training and supervision for fairground operators and promotion of these to industry SMEs.</p> <p><b>Open Farms</b> Delivery of relevant recommendations from the Griffin Report, coupled with work through industry stakeholders to stimulate an increase in sector competence, particularly regarding the proportionate management of risks to the public from zoonotic infections. Future interventions will be predominantly reactive, excepting some work with Local Authorities to ensure consistent approaches to regulation in this sector.</p>

## Annex B

### Line of Sight between Sector Strategies & The Strategy for the Health and Safety of Great Britain: Be Part of the Solution

#### Strategy Line of Sight



## Annex C

### Sample of Key Initiatives delivering the Strategy, 2009 - 2011

<b>Avoiding Catastrophe</b>
<ul style="list-style-type: none"><li>✓ Offshore Oil &amp; Gas, ageing and life extension 3 yr inspection programme (KP4)</li><li>✓ Offshore regulators review panels – lesson learned from major international incidents such as Deepwater Horizon</li><li>✓ Joint LA inspection campaign on the replacement of the gas network underground metallic pipe work (Gill Report recommendation).</li><li>✓ Publication, Oct 2010, of revised HSE guidance on fire in construction (HSG168)</li><li>✓ Preventing Catastrophic Events in Construction - CONIAC sub-group and adoption of research findings by industry;</li></ul>
<b>Building Competence</b>
<ul style="list-style-type: none"><li>✓ Improving competence in the agriculture sector through 51 SHADs (2009 – 2011), with an average attendance rate of 300 per event;</li><li>✓ Launch of Occupational Safety and Health Consultant's Register (OSHCR) in February 2011.</li><li>✓ Procurement and management of waste services – guidance launched at eight regional events.</li><li>✓ Launch of e-bulletin service (Jan 2011), reaching 2184 subscribers by March 2011.</li><li>✓ Statement of the key elements of pipeline safety (onshore and offshore) agreed with industry.</li><li>✓ Development of vocational asbestos training package for colleges and the Asbestos 'Training Pledge' – Training organisations pledged to deliver more than 13,500 hours of asbestos awareness training to trades people</li></ul>
<b>Healthier, Safer Workplaces</b>
<ul style="list-style-type: none"><li>✓ Supply chain interventions for control of silica exposure during curb cutting activities. Joint delivery with building merchants and tool hire companies using through instructional DVDs, leaflets and 37 SHADs.</li><li>✓ Mobile Elevating Work Platforms, joint guidance with manufacturers.</li><li>✓ Asbestos &amp; second phase 'Hidden Killer' campaign 2009</li><li>✓ Asbestos awareness messaging communicated through equipment supply / hire companies.</li><li>✓ 'Ladder Exchange' programme (1204 unsafe ladders exchanged for new ones in 3 months during 2010).</li><li>✓ Promotion of the training DVD in Scotland; 'Health risks at work: Do you know yours?'</li><li>✓ Within the Manufacturing sector, development of vocational learning packages re: respiratory risks in stone working, MVR and Welding (2011) and improvement in selection, use and maintenance of RPE (2010 onwards);</li><li>✓ Raising awareness across school duty holders of their duties to manage under the Control of Asbestos Regulations 2006.</li></ul>
<b>The need for strong leadership</b>
<ul style="list-style-type: none"><li>✓ Engagement with Board level members of large construction contractors, identified as managing H&amp;S risks well, to encourage them to drive improvements through their supply chains.</li><li>✓ Regulator and offshore industry (via Step Change) agreement on targets for a 50% reduction in Hydrocarbon Releases over a 3 year period 2011/13.</li><li>✓ Inspections of specific sectors within on shore major hazard industries have included routine examination of both the standard and quality of process safety leadership and the adoption of key process safety indicators.</li><li>✓ Joint working with the food manufacturing sector through a health and safety forum has</li></ul>

<p>overseen an injury-reduction strategy resulting in a 50% injury incidence reduction across the sector.</p>
<p><b>Investigations and Securing Justice</b></p>
<ul style="list-style-type: none"> <li>✓ In the construction sector, the Annual Refurbishment Inspection Initiative (2011) led to 2128 sites being visited and 735 enforcement notices served to raise standards.</li> <li>✓ Introduction of risk-based approach to complaints investigation in FOD.</li> <li>✓ Examples of convictions and fines include: <ul style="list-style-type: none"> <li>○ Two firms fined a total of £125K for fatal injuries to one worker and serious injuries to others from a scaffolding collapse in Milton Keynes.</li> <li>○ Landlord jailed for 21 months after neglecting his responsibilities for ensuring gas safety and fire precautions.</li> <li>○ Pub chain fined £300K after a landlord died from carbon monoxide poisoning and tenants at a further 474 pubs were put at risk;</li> <li>○ A leading waste &amp; recycling contractor successfully prosecuted following serious injuries to a worker sustained in a fall (£170K fine &amp; £44K costs.)</li> <li>○ Successful prosecution of Shell UK Ltd following an explosion in 2008 in the Waste Water Treatment Plant at the Bacton terminal. (Joint investigation and prosecution undertaken with the Environment Agency);</li> <li>○ Joint investigation with DECC into major oil leak into North Sea from Gannet pipeline and significant improvement notice on pipeline integrity management served.</li> <li>○ In December 2011, UK Coal was ordered to pay a total of £1.2 million in fines and costs following a successful prosecution. The company was charged following the deaths of four workers in separate incidents over an 18-month period between 2006 and 2007.</li> </ul> </li> </ul>
<p><b>Customising support for SMEs</b></p>
<ul style="list-style-type: none"> <li>✓ Publication of 'Health and Safety Made Simple' (March 2011)</li> <li>✓ Review of all new and existing guidance / publications to ensure they are accessible for small businesses;</li> <li>✓ Estates Excellence – helping SMEs to identify, prioritise and control key H&amp;S risks.</li> <li>✓ Safety Schemes in Procurement (SSIP) for the construction sector – Mutual recognition of qualification schemes by SSIP Forum member companies to eliminate the need to pre-qualify under different schemes to meet specific requirements when tendering for contracts.</li> </ul>
<p><b>Worker Involvement</b></p>
<ul style="list-style-type: none"> <li>✓ Launch of Leadership &amp; Worker Involvement (LWI) Toolkit (June 2010), developed in partnership with industry and aimed at smaller construction contractors;</li> <li>✓ Joint HSE and Olympic Delivery Authority (ODA) to influence effective leadership and worker involvement in Olympic build project health and safety arrangements.</li> <li>✓ 'Do Your Bit' website offering practical advice to SMEs received 68,000 visits (up to March 2011)</li> <li>✓ 'Safe and Sound At Work' campaign 2009 – 2011, which included part-funded training for safety reps in construction, manufacturing and transportation sectors.</li> <li>✓ Offshore worker involvement inspection programme completed and report published August 2011</li> </ul>
<p><b>Wider Perspective</b></p>
<ul style="list-style-type: none"> <li>✓ Local Authority Construction Agreement (LACE) – signed between HSE and Building Control Alliance (BCA) for BC professionals to report serious H&amp;S concerns identified during their work to HSE.</li> <li>✓ Development with OFGEM of a risk-based approach to managing the threat from the iron gas mains distribution network that also supports OFGEM RIIO price review objectives of promoting efficiency and innovation. For implementation by April 2013.</li> </ul>