

# ANNEX 1 PROGRESS AGAINST MANAGEMENT PLAN 2001/04 PRIORITIES

## (1) Lead and look after staff valuing their contribution and their diversity and the benefits this brings to the way we engage with stakeholders

| Key priority  | Action proposed and targets set  | Measurement  | Progress during 2001/02   |
|---|--|--|---|
| <b>Leadership</b>   |  |  |   |
| (1.1) Help the Board and Senior Civil Service (SCS) to lead HSE as a corporate team and promote leadership at all levels. | Leadership programme developed and promoted to Directorate/Division (D/D) staff.   | Findings on leadership from staff survey (SS) are reviewed in 2002 or 2003 survey. | Included in the 2002 survey. Results submitted to the Board show that there are challenges concerning leadership for HSE to address. The DG is exploring ways of improving leadership. This issue will also be included as an important element of the HSE Change Programme.  |
|   | Complete 360 degree feedback for SCS members will be completed by end of December 2001.  | 360 degree feedback exercise completed to time and evaluated.                      | The pilot exercise was successfully completed and evaluated, and the process rolled out to all SCS. Corporate report presented to HSE Board was well received and the Board agreed to repeat the exercise in 2003.  |
| <b>Looking after staff</b>  |  |  |   |
| (1.2) Ensure exemplary standards of health and safety for staff.  | By end of 2001/02 all managers will put in place arrangements to manage hours staff work and reduce excessive working hours and workloads. | 2002 SS will be used to test progress.   | SS results show an improvement in the management of work-related stress, but limited progress has been made across HSE in staff working excess hours, although the figures do show a slight reduction in the number of excess hours worked. More effort is required here and this is reflected in HSE's health and safety plan. |
|   | By 2010, HSE will achieve the RHS targets for reductions in accidents and ill-health and civil service targets for                         | HSE targets for RHS met.   | Targets agreed and widely publicised. CHSC will be reviewing and monitoring performance against targets.  |

managing absence;  
achieving half the  
required reductions  
by 2004.

By end March 2002  
will have held 11  
courses, and trained  
350 staff in health  
and safety.

By summer 2001  
there will be a  
dedicated health and  
safety site on the  
HSE intranet.

Courses attended.  
Effectiveness and  
value for money  
evaluated.

21 courses held, attended by 205  
staff.

The dedicated health and safety site  
went live in July 2001: Feedback has  
been very positive.

(1.3) Provide better  
recognition and  
fairer rewards.

We will develop  
new arrangements  
for managing and  
rewarding  
performance and  
implement these by  
the end of 2002/03.

By April 2002 all  
staff will have the  
necessary  
information to  
decide what to do  
on the introduction  
of Principal Civil  
Service Pension  
Scheme (PCSPS)  
2000.

We will introduce  
letters of appreciation  
for staff at 25 years,  
and on retirement and  
special awards for  
merit in service and  
specialist functions.

New arrangements  
developed and  
accepted by  
stakeholders, and  
implemented to  
agreed cost and  
quality standards.

Staff have necessary  
information,  
understanding will  
be sampled to  
confirm this.  
Scheme accepted by  
stakeholders and  
introduced to  
timescale.

An initial framework has been  
developed to inform the setting up of  
D/D-based reward panels to give non-  
consolidated performance bonuses to  
staff. Development is ongoing.

Numerous activities have been  
undertaken to promote awareness,  
supplemented by individual factsheets  
and handouts and global mail  
messages. All staff have been issued  
with information packs providing  
personal pensions forecast  
illustrations. A pensions helpline and  
website have also been made  
available to answer queries.

Letters of appreciation for staff  
achieving 25 years service have been  
introduced, and all staff with 25 or  
more years service were given one  
day annual leave in recognition of  
their service.

We will provide a better deal for staff who support major incident investigations.

Better deal agreed and effectiveness measured.

A cross D/D working group has been set up to investigate pay/terms and conditions of employment issues relating to staff doing out of hours working - this new project will incorporate major incident investigations.

We will complete the work on premium pay and produce guidance on premium pay by the end of 2001/02.

The premium pay study has been completed and the findings are being implemented. External consultants have met with management and TUs, they will advise on the arrangements for managing premium pay. Their report is expected in May. A document called the premium pay story, explaining the development and application of premium pay will soon be available to all staff.

### **Diversity**

(1.4) Make HSE a truly diverse organisation and utilise the benefits this brings.

By end of 2001/02 all managers will receive diversity awareness training.

Diversity training completed to time and evaluated.

All HSE staff received a personal invitation from the DG to attend one of the 38 Personal Challenge workshops. 70% of staff attended with over 90% of these giving positive feedback.

By end of 2005 we will achieve diversity targets in modernising government programme.

Diversity targets met and effectiveness of programme evaluated.

Progress has been made towards achieving the targets.

In each of the next three years we will increase the number of recruits into HSE from ethnic minorities (EM) by 5%.

EM recruitment targets met.

Target exceeded for 2001/02. The Band 4 regulatory inspector campaign resulted in 14 ethnic candidates being appointed compared to one in each of the previous two years.

We will implement the new Race Relations Act (RRA) and relevant associated legislation in accordance with the required timetable.

RRA implemented by due date.

HSE met the 31 May 2002 compliance date for implementation of the requirements of the RRA and its orders. Analysis of our existing functions have been completed by D/Ds and a race equality scheme, including a time scaled action plan, has been drafted and was considered by the Commission and the HSE Board in early-mid May.

We will employ 24 more New Deal staff in HSE and accept 15 Windsor Fellowship placements in 2001/02.

New Deal and Windsor Fellowship Targets met.

15 Windsor Fellow Placements were achieved, 17 New Deal staff were recruited.

**(2) Get the right people in the right place at the right time, building and making best use of their skills to deliver key objectives**

| <b>Key priority</b>  | <b>Action proposed and targets set</b>  | <b>Measurement</b>  | <b>Progress during 2001/02</b>  |
|--|---|---|---|
| <b>Vacancy filling</b><br>(2.1) Ensure quicker and easier recruitment and vacancy filling.   | HSE will work to simplify and speed up recruitment processes to achieve greatest permissible reduction in time to take up post (target: two weeks/recruit, 300 - 350 new recruits). | Vacancy filling procedures are supported by all stakeholders. | 451 new recruits appointed in year (highest ever annual level of recruitment). Feedback shows that procedures are supported by all stakeholders and initiatives to speed up the recruitment process such as conditional appointments pending references, have been welcomed.  |
|  |   | Recruitment targets are achieved.                             | Recruitment targets have been met with the exception of a small number of very specialised posts.   |
|  | HSE will work to cut the average time to fill internal vacancies (300 posts per year: 90% of results announced within nine weeks of advert).  | Vacancy filling targets achieved.                             | Internal vacancy filling targets achieved, 300 vacancies advertised in year with 96% of results announced within nine weeks of advert.<br><br>Greater use has been made of limited waiting lists. 29 of 52 staff nominated have been successfully placed into posts.<br><br>Revision to improve time to fill vacancies is ongoing but include greater use of brigaded panels. |
| <b>Staff development and training</b><br>(2.2) Ensure better trained and supported managers. | All staff will have a personal development plan (PDP) agreed with their line manager.   | PDPs prepared to agreed quality standards.                    | Many PDPs have been agreed with line managers.  |
|  | Everyone who needs to will be   | Targets for training managers achieved                        | 962 HSE staff attended Essential Training for Managers (ETM)  |

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|   | able to attend key effective managers modules.   | and effectiveness evaluated.   | modules, evaluation and early feedback has been positive.  |
| (2.3) Help and encourage staff to develop and use their skills. | Modify the new performance management system to link development with reward by 2002/03.   | Reward system in place and effectiveness measured.   | An initial framework has been developed to inform the setting up of D/D-based reward panels to give non-consolidated performance bonuses to staff. This will be further developed in 2002/03.  |
|   | In 2001/02 we will obtain corporate recognition under liP.   | Corporate liP status achieved.   | A Corporate health check in December 2001 proved acceptable with some minor amendments, but some D/D level reassessments undertaken since have been found wanting. The way forward for corporate assessment is yet to be determined.   |
|   | A new training and development strategy to focus spend (£6 million per year) better on business needs and longer term developments will be introduced. | New training and development strategy agreed and implemented to agreed cost and quality standards. | Information gathering has begun including networking with OGDs, attending exhibitions and conferences.   |
|   | An e-learning strategy will be developed and implemented.  | E-learning strategy agreed and implemented to acceptable cost and quality standards.               | Work is underway to establish whether HSE's IT infrastructure meets the specification for the delivery of e-learning, the extent to which the organisation is receptive to this delivery of training, and to identify course content and material suitable for electronic delivery |
| (2.4) Bring on talent.  | We will increase interchange postings by 50% (90 secondments and loans per year).  | Targets for interchange posting and targets for Senior Professional Administration                 | Interchange framework including guidance developed and implemented. Take up has been slow, 7 inward, 19 outward and 11 overseas secondments/loans.   |

Training Scheme  
(SPATS)  
participants met.

We will increase  
number of SPATS  
participants from  
two each year.

Increased promotion of SPATS  
programme saw two new joiners and  
one deferral.

(2.5) Provide  
stronger and more  
honest performance  
management.

A new performance  
management  
systems for SCS  
will be introduced  
from April 2001 and  
for Band 1-6, from  
April 2002.

New performance  
management system  
in place by due  
date.

SCS - Objective setting workshops  
held, mid-year development and end  
of year review training packages have  
been developed for Intranet access.  
The Pay Committee met and agreed  
the Committee terms of reference and  
the SCS Pay Strategy which have  
been issued to all SCS members.  
Workshops were held to advise on  
new procedures and timescales for  
the 2002 pay round.

Work for the Pay Committee has  
involved positioning SCSs on the  
four pay band structure, and the JESP  
review panel reviewed new and  
existing posts to link to the new  
performance management  
arrangements.

Band 1-6 - HSE Board agreed to  
postpone the introduction of the new  
arrangements to April 2003 to allow  
large-scale piloting during 2002/03.  
Guidance for the pilot has been  
agreed. Pilot system briefing and skill  
training sessions for 560+ pilot  
participants has taken place.

15 performance  
management  
training seminars  
will be provided for  
managers.

Performance  
management  
courses provided.

A more structured approach to  
training has developed throughout the  
year and central funding secured for  
the training.

**(3) Manage our information resources and the knowledge, expertise and experience of our staff, and apply it to our priorities efficiently and effectively**

| <b>Key priority</b>   | <b>Action proposed and targets set</b>   | <b>Measurement</b>   | <b>Progress during 2001/02</b>  |
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| <b>Information Management</b><br>(3.1) Improve information management and records management in line with Freedom of Information Act requirements and e-government targets. | Establish an effective record-keeping infrastructure by summer 2002.   | Record-keeping infrastructure in place and operative by due date and to acceptable cost and quality standards. | Preliminary work has been undertaken to establish a record-keeping infrastructure. A model office has been introduced as part of the work on HSE's Corporate Record Plan. A thesaurus has been created and is currently in testing and a new file tracking system, HSE's Electronic Records Management System (HERMES), has been introduced into the Central Records Unit.      |
|   | Have in place by Autumn 2001 plans for a records management team that is able to build and maintain this infrastructure. | Plans for records management team in place by due date.  | The project team established to take this project forward has sampled and tested an appropriate Electronic Records Management system, which has now been installed. They have also undertaken some file plan audits to establish a model office for Records Management in the paper medium. Consolidation of paper records is underway. Internal and external audits completed. |
|   | Meet Modernising Government (MG) electronic records management targets by December 2003.                                 | MG electronic records management targets met.  | HSE is currently reviewing the business requirement and piloting the new file tracking system.  |
|   | Deliver a records management system able to retain our current corporate information base and contribute to              | Records management system meets acceptable cost and quality standards.   | A project board has been set up to begin working on the business case for this system.  |

evidence-based  
policy making by  
December 2003.

Develop and deliver  
staff education and  
training to ensure  
understanding at all  
levels of the  
importance of  
records and record  
keeping  
infrastructure by  
December 2003.

Improve  
functionality and  
content of electronic  
staff directory (eg  
staff photos,  
organisation charts,  
staff skills and  
experience pages).

Provide electronic  
versions of the  
administrative  
forms (eg expenses,  
booking travel  
tickets etc).

Staff trained to  
required standards  
on time.

Effectiveness of  
staff directory  
evaluated through  
customer survey.

Long term project.

The HSE staff directory has been improved during the year, based mainly on feedback from Intranet users. The new features include staff photographs, organisation charts and staff skills/experience pages. New user guidance has been published and new tools have been introduced to make it much easier to update the directory at any level.

HSE forms are being converted to e-forms in a staged project. Phase 1 was the conversion of simple interactive forms. This was completed during the year. Phase 2 of the project will develop these forms to add extra features and functionality during 2002/03. The proposal is that this phase will address the issue of digital signatures, and improving accessibility for those with disabilities.

(3.2) Implement the  
Freedom of  
information Act  
(FOI Act) within  
HSE.

We will achieve  
compliance with  
FOI Act in summer  
2002 and ensure  
continued

Compliance with  
FOI and HSE Board  
policy achieved and  
maintained.

FOI Act introduction now January  
2005, otherwise in-year measures  
achieved

compliance with FOI and the Data Protection Act, in accordance with HSE's openness policy. Contribute to Lord Chancellor's Department (LCD)'s annual report to Parliament on FOI implementation.

We will aim to receive no adverse rulings from the Information Commissioner (IC).

No adverse rulings from IC.

Achieved.

We will take part in the IC's publication scheme pilot in 2001 and finalise the HSC/E FOI publication scheme by March 2002.

FOI publication scheme prepared to time and quality standards.

Pilot publication scheme launched December 2000. The HSC/E FOI publication scheme is not now expected to be finalised until September 2002.

We will conduct an openness audit to establish a baseline for openness within HSE by April 2002 and deliver training to key staff and awareness raising to all staff from early 2002.

Staff understand need for openness and effectiveness measured through follow up audit.

Audit research progressed on schedule. Final report due July 2002.

We will report to HSC every six months and Home Office (HO) annually on openness and data protection activity.

Reports provided to acceptable time, cost and quality standards.

Report – now annual – to LCD (formerly to the Home Office) on time.

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| <p><b>Knowledge management</b><br/>(3.3) Utilise knowledge held in HSE, enable the creation of new knowledge and apply this to business objectives.</p> | <p>We will raise the profile of knowledge management (KM)/knowledge enabling in HSE through the creation of a KM chat room open to all staff by August and through articles in Express etc.</p> | <p>Staff awareness of KM to be tested by sample survey in final quarter of 2001/02.</p>          | <p>Pilot trial undertaken for the work needed to refine the technical solution.</p>                                     |
|   | <p>We will continue to learn from others through HSE corporate membership of the KM forum established by the Centre for the Exploitation of Science and Technology (CEST) KM forum.</p>         | <p>Seek the views of the KM forum on HSE's approach to KM in 2001/02.</p>                        | <p>HSE hosted an event in January at which DG gave the keynote address.</p>   |
|   | <p>We will roll out the All Round Knowledge Network (ARK) (a database tool for HSE staff) during 2001/02 (this will contribute to a Whitehall-wide initiative).</p>                             | <p>ARK roll out completed to cost and user specification by March 2002.</p>                      | <p>Technical specification complete. Rolled out in July 2002.</p>   |
|   | <p>We will examine new ways of sharing knowledge, eg storytelling, intranet knowledge management discussion forum etc.</p>  | <p>Models of new ways of sharing knowledge developed early 2002 and effectiveness evaluated.</p> | <p>Board presentation on storytelling has resulted in some Board members using storytelling inside and outside HSE.</p> |

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| <p>We will simplify and revise our internal information and communications procedures. (Programme Board to be appointed mid-July and scoping study for projects agreed by January 2002).</p>   | <p>Revision of communication procedures completed to acceptable time, cost and quality standards.</p>          | <p>Survey complete, further work needed involving focus groups to inform decisions on way forward. This work has had a major influence on the thinking behind the Board's current communication strategy for the HSE change project.</p>  |
| <p>We will develop a user specification for internal and external stakeholders to enable HSE data to be retrieved in a way which meets business needs. (Programme Board appointed end summer 2001 initial list of priority projects agreed December 2001).</p> | <p>User specification prepared to acceptable time cost and quality standards.</p>                              | <p>HSE is undertaking a fundamental business needs analysis for all its statistics involving both internal and external stakeholders. A report will be going to the Programme Board in June.</p>  |
| <p>We will explore development and use of science networks with HSE and beyond to maximise the effective use of scientific knowledge.</p>  | <p>Advisory groups and science networks in place and functioning at acceptable cost and quality standards.</p> | <p>A review of HSE's science and technology (S&amp;T) expertise, led by the Chief Scientist, reported to the Board in March. In principle, it was agreed that there should be a small central team responsible for strategic S&amp;T input into the proposed Strategic Capability and a number of dispersed topic-based teams responsible for developing topic strategies and topic input into core business (policy and operations). Work to determine the detailed roles and responsibilities, size and location of the central and dispersed topic-based teams will be</p> |

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|  |   |  | taken forward as part of the Change in HSE Programme.   |
|  | We will map our arrangements for engaging stakeholder and sharing experience as a platform for developing future stakeholders engagement initiatives by early 2002.   |  | A report was completed in Spring 2002 but further work will be needed to complete the map.  |
| (3.4) Contract efficient and effective publication and helpline services                       | By 31 October 2001 we will retender and award new contracts, providing forward looking services, for the provision of publications, information/enquiry handling, advertising service and language services (including translating main Asian and 'emerging' European languages). | Retenders for language services, HSE Books, HSE Infoline and HSE advertising services completed to customer specification, cost, time and quality. | Following the award of the advertising contract, various innovative ideas have been adopted in advertising HSE's vacancies. All the retendering exercises were completed successfully, to time, cost and quality. |
| <b>Information technology and information services</b><br>(3.5) Implement the REFIT programme. | We will manage the transition from Integris and set up the REFIT arrangements with CMG/ Computacentre for 17 October 2001.<br><br>We will develop the work to manage the longer term relationship in a  | Projects implemented to acceptable cost and time and quality standards.  | Completed.<br><br>Partnership project under Service Code of Practice completed.   |

code of conduct by  
October 2003.

(3.6) Effective  
communications.

We will implement  
and manage  
effective internal  
and external web  
services.

New services  
developed to  
stakeholder  
specifications and  
implemented to  
agreed time, cost  
and quality  
standards.

HSE internal and external web  
services have been improved during  
the year. Improvements include, the  
introduction of a distinctive brand for  
the website and Intranet, enhanced  
features for HSE recruitment,  
publishing of statistics in support of  
the Revitalising programme, a  
workers website. The improvements  
were delivered to time and budget  
and were evaluated by the customer.

The careers page on the HSE website  
has been revised to mirror HSE's  
external contracted recruitment  
website. During the year there were  
7500 hits to HSE/contracted website  
requesting recruitment packs or  
speculative enquiries and CVs for  
specialised posts. 36% of the  
recruitment packs issued for the Band  
4 regulatory inspector campaign were  
requested via the websites.

We will provide  
HSE with an  
integrated  
communications  
strategy built on the  
RHS priorities, and  
engaging  
stakeholders.

Communications  
strategy developed  
and implemented to  
acceptable quality  
standards, costs and  
timescale.

Project teams have been established  
to help produce a communications  
strategy and improve stakeholder  
engagement for each priority  
programme.

**(4) Secure better business planning through integrating the management of our resources, systems and procedures to deliver high quality business objectives in an efficient and responsive way and giving value for money**

| <b>Key priority</b>  | <b>Action proposed and targets set</b>   | <b>Measurement</b>  | <b>Progress during 2001/2</b>   |
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| (4.1) To achieve continuous business improvement (BI) through the application of appropriate business techniques to all our plans and practices. | We will maintain an active network of well-informed business improvement contacts throughout HSE to stimulate continuous improvement (ongoing - quarterly stocktakes). | Evidence in business improvement (BI) plan that all parts of HSE are involved in continuous improvement.                          | A network of contacts has been maintained. Two workshop events for BI contacts held |
|  | We will identify cross-cutting BI priorities and opportunities, which have a strategic impact, to supplement D/D initiatives (ongoing - quarterly stocktakes).         | Senior level sponsorship of two cross-cutting BI initiatives each year.   | Deferred to 2002/03   |
|  | We will exploit the enhanced opportunities for business improvement that REFIT's partnership offers.   | Evidence of increasing use of the REFIT partners 'client-advisory service' (CAS) to identify and exploit IT-enabled improvements. | Deferred to 2002/03   |
|  | We will apply the principles of HSE's quality framework to HSE's business.   | HSE's quality principles are evident in all we do.  | Knowledge and application of quality principles is increasing                       |

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| <p>We will review the effectiveness of the existing quality framework selected quality management systems and update accordingly.</p> | <p>Evidence that quality statements make a real difference to the quality of our outcomes.</p> | <p>The audit of quality should provide a baseline for us to build on. Work is ongoing.</p>  |
| <p>We will carry out specific reviews to identify improvements (eg Corporate Services Review).</p>                                    | <p>Reviews completed and recommendations implemented.</p>                                      | <p>CSR has now reported.</p>  |
| <p>We will test customer satisfaction with what we do and how we do it and respond accordingly.</p>                                   | <p>Results of consultation influence plans.</p>  | <p>REFIT in place since 17 October only; customer satisfaction will be tested after an appropriate length of time.</p>  |
| <p>We will seek to secure maximum value from the procurements HSE undertakes.</p>   | <p>Gains in procurement and transaction costs.</p>   | <p>HSE has drafted guidance and implemented the OGC Value for Money initiative across HSE to quantify annual gains from procurement activity. HSE return for 2001/02 shows a VFM saving of £ 4 million from a spend of £45.5 million, 9%. Gains from procurement identified within OGC return and BI plan where appropriate.</p>  |
| <p>We will refine planning and reporting systems to ensure they are fit for purpose and not burdensome to D/D.</p>                    | <p>Planning system reviewed in line with Bichard Principles.</p>                               | <p>Numerous workshops have been held with planning officers with a view to refining the planning and reporting systems accordingly. Agreement has almost been reached on a simplified 'template' for the Business Plan 2003/04 and operational and D/D plans, both to be placed on the Internet. The template will allow for less burdensome and more efficient reporting on progress with plans.</p> |

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| (4.2) To apply the business risk management framework to HSE's management of corporate risks. | We will integrate business risk management into quality management arrangements for the continuing aims.         | Business risk principles applied to continuing aims and effectiveness monitored. | Ongoing.  |
|   | We will apply business risk management principles to all project management.                                     | Projects sampled to ensure risks are accounted for and managed.                  | Ongoing.  |
|   | We will identify business risk owners for cross cutting risks and make arrangements to manage these efficiently. | Risk management processes audited to ensure risks are managed efficiently.       | The Board adopted a risk register which identified the main risks facing HSC/E. 'Owners' for these six risks were also identified. Owners agreed to analyse these risks and identify the control systems in place; any further controls needed to adequately control identified risk also to be identified with timetable to put in place. At its meeting in July, the Board reviewed the business risk model, amended it and agreed to take forward further development work and discuss progress in the autumn. |
|   | We will comply with the recommendations for business risk management as set out in the Turnbull Report.          | Turnbull requirements met.   | Current position: achieved in part.   |
| (4.3) To complete and implement the e-government strategy.                                    | We will prepare an e-government strategy which meets customer needs and delivers business benefits.              | Projects completed to agreed cost, time and quality standards.                   | Work underway but now needs to take account of further proposed organisational change stemming from internal reviews.   |

We will make contributions to DTLR e-business strategy in January 2002 and July 2002 and every six months thereafter.

Contribution made.

We will complete and publish the HSE e-business strategy by April 2002.

Revised deadline October 2002.

We will deliver a complete programme of electronic forms for statutory notifications by 2005 and electronic records and information security by end of 2003.

On course.

We will convert all internal paper forms to interactive intelligent forms accessible to all staff by 31 December 2002.

On course.

(4.4) To integrate science and innovation with policy and operational services.

We will publish HSC/E's Science and Innovation Strategy by August 2001 and secure its implementation to deliver real change to a realistic timescale.

Publication on schedule, to acceptable cost and quality standards and effective implementation which minimises disruption.

Dr Paul Davies, in his capacity as HSE Chief Scientist, led the work to develop HSE's Science and Innovation (S&I) Strategy, which was published in October 2001.

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| <p>We will develop a quality system to secure implementation of the Chief Scientific Adviser's Guidelines on scientific advice and policy-making by December 2001.</p> | <p>Quality systems specifies the role and responsibilities of all parties, identifies training needs and makes provision for monitoring.</p> | <p>A Quality Statement to secure the effective implementation in HSE of the Chief Scientific Adviser's Guidelines 2000 on scientific advice and policy-making was agreed by the Board and published on the Intranet. Dr Davies chaired seminars in Bootle, Rose Court and Sheffield to brief staff on both this Quality Statement and the measures being taken to implement the S&amp;I Strategy.</p> |
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| <p>We will realign research and support procurement and management systems with the Strategic Plan to ensure best fit to HSE business needs (to timetable agreed with Board in October 2001).</p> | <p>New management structures in place to timetable and acceptable standards.</p> | <p>All S&amp;I co-ordinators in post for 1 April 2002. New S&amp;I management system in operation from 1 April 2002. All existing projects reallocated to the new block structure. Recruitment process underway for full time project officers.</p> |
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| <p>We will develop and publish a revised Mainstream Research Document by February 2002.</p> | <p>New document published to timescale to acceptable cost and quality standards.</p> | <p>Strategic Research Outlook and supporting Research Projects Handbook published on internet February 2002, following extensive external consultation period.</p> |
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| <p>We will deliver efficiency gains from the introduction of new research management systems.</p> | <p>Efficiency gains achieved.</p> | <p>Identified efficiency gains achieved through relevant 'taxation' and re apportionment of S&amp;I resources to D/Ds and blocks.</p> |
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| <p>(4.5) To develop a Statistics Strategy and apply it to policy and</p> | <p>D/Ds will be asked to identify short and long term statistical needs by September</p> | <p>Projects completed to agreed cost, time and quality standards.</p> | <p>Long term statistical needs identified.</p> |
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operational services. 2001 and priorities for D/Ds statistical needs for 2002/03 will be agreed by end December 2001.

By October 2001 we will redesign HSE's statistics webpage to present statistical information on injuries, work-related ill health and enforcement coherently and systematically.

By December 2001 HSE will publish a strategic statistical plan which will unite existing systems to identify statistics needs and how these will be met.

We will progressively enhance the extent to which HSE's statistical databases are available on the internet and can be interrogated by users inside and outside HSE. Some functionality will be in place by September 2002.

The webpage to present statistical information on injuries and work-related ill health was completed to time and is now available on the Internet.

Plans are advanced to produce a new colour bulletin on health and safety and enforcement statistics supplemented by detailed tables and factsheets on the website.

Work continues on enhancing the statistical database and HSE is on target to meet the functionality requirements for September 2002.

(4.6) To evaluate what works and to apply lessons learned.

All projects satisfying criteria will have evaluation and monitoring arrangements built in from an early stage.

Evaluation plans will be checked to ensure arrangements are in place.

Initial evaluation plans are being drafted by D/Ds and discussed with HSE's Economic and Statistical Analysis Unit.

## ANNEX 2 OUTPUT AND PERFORMANCE ANALYSIS

Contextual indicators (the environment in which HSE carries out its work)

|  |                            |
|--|----------------------------|
| Rate of fatal and major injury per 100 000 workers | 264.1 1998/99 (final rate) |
| (uprated for under reporting (RHS indicator))      | 263.0 1999/00 (final rate) |
|  | 261.6 2000/01 (final rate) |

### Output and performance measures 2001/02

|  |  | Plan    | Outturn | Index<br>(Base: 100) |
|--|--|---------|---------|----------------------|
| AIM 1:   |  |         |         |                      |
| To modernise and simplify legal framework, by: | introducing sets of regulations, ACOPs, CDs and new guidance documents                               | 64      | 27      | 42.2                 |
|  | introducing regulations etc on time, %   | 89      | 89      | 100.0                |
| AIM 2  |  |         |         |                      |
| Secure compliance with the law, by:            | making regulatory contacts, including inspections and investigations, with employers and dutyholders | 200 000 | 195 695 | 97.8                 |
|  | investigating incidents/complaints (number of cases)   | 41 000  | 37 855  | 92.0                 |
|  | complaints investigated, %   | 83      | 87.2    | 105.0                |
|  | events (incidents/accidents) investigated, %   | 9.9     | 8.6     | 86.9                 |
|  | considering and processing safety cases/reports and nuclear licence action                           | 781     | 610     | 78.1                 |
|  | processing safety cases etc on time, %   | 86      | 85      | 99.0                 |

|   |  |       |         |                      |
|---|--|-------|---------|----------------------|
|   | high hazard/risk workplaces visited, %   | 100   | 98      | 98                   |
|   | inspector time on site/contact, %  | 80    | 77      | 96.3                 |
| AIM 3:  |  |       |         |                      |
| Information and advice, by:                                 | providing for purchase of/access to publicity products (free leaflets, web hits) | 28m   | 29m     | 103.6                |
|   | making available a range of publicity products (titles, webpages etc)            | 9 639 | 11 206  | 116                  |
|   | enquiries dealt with   |       | 494 413 | A demand-led measure |
|   | infoline calls answered within 15 seconds, %                                     | 85    | 81      | 95.3                 |
|   | public enquiries answered within 10 days, %                                      | 100   | 100     | 100                  |
| AIM 4:  |  |       |         |                      |
| Promote risk assessment and technological understanding by: | letting research projects/contracts  | 300   | 375     | 125                  |
|   | completing projects to original cost, %  | 85    | 83      | 97.6                 |
|   | research projects involving competition or external collaboration                | 90    | 81      | 88.8                 |
|   | risk and technology policy projects  | 80    | 80      | 100                  |
|   | risk and technical policy projects completed to time, %                          | 76    | 96      | 126.3                |
| AIM 5:  |  |       |         |                      |
| Operate statutory schemes, by:                              | providing regulatory services, eg issuing statutory certificates                 | 2 990 | 2 551   | 85.3                 |
|   | providing regulatory services on time, %   | 94    | 96      | 102.1                |

## Internal Business aim

|   |  |     |      |      |
|---|--|-----|------|------|
|   | Efficiency gains (cash and productivity) as % of total running costs | 3   | 4.1  |      |
| AIM 6                                   |  |     |      |      |
| Maintain effective central service, by: | staff payroll costs devoted to central services, %                   | 8   | 6.1  |      |
|   | prompt payment of invoices, %  | 100 | 98.9 | 98.9 |

## Public Service Agreements

The PSA arising from the 1998 Comprehensive Spending Review included four targets for HSC/E to be achieved by 2001/02:

- **200 000 regulatory contacts by 2001/02:** The outturn was 195 695, a variance of 4305 (2.2% below target).
- **35 000 investigations of incidents and complaints by 2001/02:** HSE's outturn was 37 855.
- **3% efficiency gains in each year 1999/00 to 2001/02:** Efficiency gains equivalent to 4.1% of administrative costs exceeded the 3% year-on-year efficiency savings target.
- **8% maximum resources on central services for each year 1999-2002:** Achieved: outturn in 2001/02 is a reduction from 7% last year, to 6% this year.

The number of regulatory contacts was some 4300 below the target of 200 000. This was due to a shortfall in FOD because:

- foot and mouth disease meant that very few visits to farms were possible for most of the year and most agricultural shows, as well as safety awareness days (SADs) and blitzes, were cancelled;
- more complex investigations were carried out, each taking longer (due, for example, to the higher profile of health and safety issues, the need to spend more time with relatives of the deceased and, in particular, the need to comply with our own investigation procedure).

## ANNEX 3 LEGISLATIVE PROJECTS

| European projects   | 2001/02 planned   | Position at the end of 2001/02   |
|---|---|--|
| Implementation of the Radiation Preparedness and Public Information Regulations, to implement the emergency planning aspects of the Euratom Basic Safety Standards Directive.   | Regulations to come into force 20 September 2001.   | Regulations came into force September 2001.  |
| Implementation of European Directive 2000/21/EC amending the Dangerous Substances Directive 92/32/EEC (the 7th amendment to 67/548/EEC).  | Notification of New Substances Regulations 2001 is expected to come into force March 2001.  | New Regulations in force as planned.   |
| Implementation of the Chemical Agents Directive (CAD). Safety requirements to be implemented in a joint package with ATEX (Explosive Atmosphere Directive); and health requirements will be implemented through replacement COSHH and Lead Regulations. Separate implementation via Asbestos Regulations. | Issue CD.<br><br>Regulations come into force late 2002.<br><br>Submit asbestos regulations. | CDs published February 2002 for: Dangerous Substances and Explosive Atmospheres Regulations (DSEAR); Modernising Petrol Phase 1; and proposals to remove old celluloid and cinematographic film legislation.<br>Regulations expected autumn 2002<br>CDs published 21 October 2001 (COSHH and Lead Regulations), and 21 November 2001 (Asbestos).<br>Three sets of Regulations to be made by autumn 2002. |
| Implementation of first Consolidated Indicative Limit Value Directive (IOELV Directive) which introduces or revises 63 occupational exposure limits.  | HSC approval<br><br>Implementation 31 December 2001.  | Revised Occupational Exposure Levels (OELs) for the 1st IOELV Directive were approved by HSC in September 2001 and came into effect 31 December 2001.  |

|  |   |   |
|--|---|---|
| Implementation of the second Amendment to Carcinogens Directive.   | Issue CD.   | CD to be published in October 2002.   |
| Implementation of Dangerous Preparations Directive (DPD), 1st Adaptation to Technical Progress (ATP) of DPD, 2nd amendment of Safety Data Sheets Directive and 28th ATP to Dangerous Substances Directive.   | Consolidation of Classification (Hazard Information and Packaging) Regulations (CHIP) Issue CD (Summer 2001). Regulations (CHIP3) made including new Approved Supply List, Approved Classification and Labelling Guide and Revised Safety Data Sheets ACOP (Winter 2001). | Consultation delayed following later than expected EC agreements. Consultation took place Sept – Dec 2001. Despite delays implementation is still planned for July 2002.        |
| Implementation of amendments to European Directive 94/55/EC on the Transport of Dangerous Goods by Road, and EC96/49 on Transport of Dangerous Goods by Rail.  | Issue CD.   | Deferred to Q4 02/03. Proposals on transport of radioactive material by rail (which implement in part EC Directive 96/49) given priority. Regulations due to be made July 2002. |
| Implementation of amendments to European Directive 96/49/EC on the Transport of Class 7 (Radioactives) Dangerous Goods by Rail.  | Issue CD.<br><br>Amending Regulations.  | CD issued summer 2001. Amending Regulations due to be laid July 2002.   |
| Regulations to implement ATEX (protection of workers potentially at risk from explosive atmospheres) Directive (Joint project with implementation of CAD - see above).                                       | Issue CD.<br><br>Submit Regulations.  | See implementation of the Chemical Agents Directive above.  |
| Enforcement Regulation for new EC Regulation on Export and Import of Dangerous Chemicals.  | Issue CD.   | EC proposals delayed and therefore UK regulations not required as soon as expected.   |
| Health and Safety (Miscellaneous Modifications) Regulations 2001 (to clarify UK's implementation of Workplace, Work Equipment, Personal Protective Equipment, Display Screen and Manual Handling Directives. | Issue CD.<br><br>Amending Regulations laid.   | CD issued November 2001.<br><br>Aim to have Regulations in force August 2002.   |

|  |   |   |
|--|---|---|
| Implementation of Transportable Pressure Equipment Directive.  | Regulations come into force July 2001.                                      | Regulations in force July 2001.   |
| Implementation of 2nd amendment EC Directive to the Use of Work Equipment Directive: otherwise known as the Temporary Work at Height Directive (amending Directive 89/655/EEC – UWED). | Issue CD.<br>Submit amending Regulations.                                   | Aim to issue CD January 2003.<br>First draft of Regulations May 2002.   |
| Railways High Speed Interoperability Directive (DTLR Lead, HSE will be contributing).  | Implementation summer 2001.   | Regulations came into force 16 May 2002.  |
| <b>Domestic projects</b>   | <b>2001/02 planned</b>  | <b>Position at the end of 2001/02</b>   |
| Manufacture and Storage of Explosives Regulations.   | Submit Regulations.   | Consultative Document published March 2002.   |
| Amendments to the Control of Major Accident Hazards Regulations 1999 (COMAH) and REPPiR, to extend the cost recovery for emergency planning provisions.                                | Issue of CD early 2001.<br>Amending regulations coming into force mid 2001. | Now autumn 2002.<br>Now mid 2003.   |
| Review of Shipbuilding/Ship Repair Regulations.  |   | The Regulations will be reviewed as a result of the DSEAR (see above) and the regulations to implement the Temporary Work at Height Directive. A number of provisions will be revoked requiring some work in 2002/03. |
| Review of Adventure Activities Regulations (DfES leading. HSE will be contributing).   |   | HSC/E has contributed to review. Awaiting revised set of Regulations from DfES.   |
| Electricity in Mines Regulations revised ACOP.   | Publish ACOP.   | Published October 2001.   |

|  |   |   |
|--|---|---|
| Mines (Explosives Atmospheres etc) Regulations and ACOP. |   | Project reviewed. Revised objective to publish guidance on existing legislation for submission to Deep Mined Coal Industry Advisory Committee in April 2003.  |
| Control of Explosives Regulations 2001.                  | Submit Regulations.   | Project delayed because of other higher priority.   |
| Respirable Dust in Coalmines.                            | Issue CD.   | Work continues but delayed while related work to identify a suitable personal sampler for use in any personal sampling regime below ground is pursued. HSE expects to publish a CD in summer 2003/04.   |
| Review of Docks Regulations.                             | Issue CD end 2001<br><br>Submit Regulations summer 2002.          | Project has slipped slightly as a result of other priorities, but also to ensure its timetable coincided with that of the implementation of the Temporary Work at Heights Directive. New plan is to publish CD in spring 2003 with the intention of publishing the revised guidance, ACOP and Regulations in autumn 2003. |
| Dangerous goods in Harbour Regulations.                  | Submit Regulations spring 2001, Regulations in place autumn 2001. | Progress delayed due to higher priority legislation. Regulations now expected to be signed autumn 2002.   |

|   |  |  |
|---|--|--|
| COSHH - amend the biological agents provisions and the supporting COSHH and biological agents ACOP.   | Consult on package in spring 2001, issue amended regulations and ACOP December 2001.             | CD issued (COSHH and biological agents) on 21 October 2001; results submitted to HSC July 2002. Regulations and ACOP to be made and published by the end of August 2002 and early September 2002 respectively.           |
| Substances that cause occupational asthma.  | CD responses analysed and proposals submitted to HSC. If ACOP agreed, introduced in spring 2002. | HSC agreed, in October 2001, ACOP should be annexed to new COSHH ACOP (to be published autumn 2002).   |
| Asbestos Regulations (management of risk in workplace premises).  | Submit Regulations, and publish ACOP.  | CD issued on 21 November (Regulations and ACOP).   |
| Review of Gas Safety.   | Submit Regulations and publish ACOP.   | The Gas Safety Review was completed in October 2000 and agreed by ministers in March 2001. Amendment of the Gas Safety Legislation to implement some of the Review recommendations are included further down this table. |
| Passive Smoking ACOP.   | ACOP published subject to ministerial approval.  | Publication of ACOP postponed; awaiting further discussions.   |
| Harmonisation of the Safety Representative and Safety Committees Regulations 1977 and the Health and Safety (Consultation with Employees) Regulations 1996. | Issue CD.<br>Submit Regulations.   | On hold.   |

|   |  |   |
|---|--|---|
| Review of the Factories Act 1961 and the Offices, Shops and Railway Premises Act 1963.      | Issue Discussion Document (DD).                          | Preparatory work in hand.   |
| Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR).        | Issue DD.  | Preparatory work in hand.   |
| Duty to investigate workplace accidents, etc.   | Submit Regulations.                                      | Analysis of CD responses in hand.   |
| Railway Safety Case Regulations 2001 (including amendment to Safety Case Regulations 2000). | Submit Regulations 2001 (autumn).                        | Regulations came into force October 2001  |
| Amendment to Management of Health and Safety at Work Regulations.                           | Issue CD.<br>Submit Regulations.                         | Amendments to come into effect summer 2002 to include amendment relating to marine/shore interface.   |
| Amendment of the Health and Safety at Work etc. Act (application outside GB) Order 1995.    | Order amended, expected to come in to force summer 2001. | Order came in to force July 2001.   |
| Review of the Quarries Electricity ACOP.  | Publish CD.  | Draft guidance publication submitted to Quarries Joint National Advisory Committee.   |
| Pipelines Safety (Amendment) Regulations.   | Issue CD mid to late 2001.                               | Now late 2002.<br>Regulations to come into force early 2003.  |
| Revision of the Construction (Design and Management) Regulations and CD.                    | Publish revised ACOP.                                    | The revised ACOP was published in December 2001 and came into force on 1 February 2002.   |
| Construction (Health, Safety and Welfare) Regulations 1996                                  |  | A DD will be published on the way forward for construction health and safety in autumn 2002 followed by a CD on CDM and CHSW in Q2 2003/04. |

|   |  |  |
|---|--|--|
| Review of Preventing Accidents to Children in Agriculture Regulations                 | Issue CD.  | Overtaken by events. HSC/E are working with DEFRA on new initiatives for the Agriculture sector and this work will form part of those initiatives.                           |
| Workplace (Health, Safety and Welfare) Regulations 1992.                              | Issue CD mid 2001  | HSE has in place an outline of the proposed changes and will shortly be consulting informally with key stakeholders on their suitability.                                    |
| Amendment of Gas Safety (Management) Regulations 1996.                                | Issue CD spring 2001, submit Regulations, publish guidance winter 2001.                    | A number of reasons eg ministerial considerations work have led to a revised timetable:<br>Issue CD winter 2002.<br>Submit Regulations spring 2003 publish guidance.         |
| Amendment of Gas Safety (Installations and Use) Regulations 1998.                     | Issue CD spring 2001, submit Regulations winter 2001, publish ACOP and guidance.           | A number of reasons eg ministerial considerations have led to a revised timetable:<br>issue CD winter 2002,<br>submit Regulations spring 2003,<br>publish ACOP and guidance. |
| Amendment of Offshore Installations (Management and Administration) Regulations 1995. | Issue consultation package spring 2002.<br>Amending Regulations come into force in summer. | Consultation complete.<br>Draft Offshore Safety (Miscellaneous Amendments) Regulations to be submitted to HSC May 2002.  |

## ANNEX 4 EUROPEAN LEGISLATIVE ACTIVITY

Adaptation to Technical Progress (ATP) of the **Dangerous Preparations and Safety Data Sheets Directives**, was adopted summer 2001 and is implemented by CHIP 3 Regulations.

Continuing negotiations on the **Dangerous Substances Directive**, 29th - ATP no date set for final agreement.

**Asbestos**: EU proposals for amendments to the Worker Protection Directive under discussion, agreement possible mid 2002. Input made to detailed discussions in Social Questions Working Group, and on a briefing to MEPs on European Parliament debate. Rapid progress being made under Spanish Presidency.

Proposals for a European Parliament and Council Directive on **Physical Agents (Vibration)**. Common position reached 25 June 2001. Likely to be adopted late spring 2002 with an implementation date of 2005. CD expected autumn 2003.

Proposal for a European Parliament and Council Directive on **Physical Agents (Noise)** Common position reached 29 October 2001. Likely to be adopted autumn 2002 with an implementation date of 2005. CD expected end 2003.

Anticipated Directive on **Pipelines**, decision unlikely before early 2003.

Proposal to amend **Marketing and Use Directive** azodyes - negotiations to be completed 2002, proposals on cement expected 2002.

Proposal to replace Regulations on **Export and Import of Dangerous Chemicals** to implement Rotterdam Convention on Prior Informed Consent. Negotiations to continue 2002.

Proposal for Review Regulation on **Biocidal Products** - discussion on adoption of second Review Regulation.

Proposal for a Directive on **inter-operability of conventional rail systems** - DfT lead. Adopted as a formal proposal in 2001 – implementation expected March 2003.

Proposal for a third Amendment to the **Machinery Directive** - DTI lead. EC proposals published January 2001; Directive still under negotiation.

Proposal for an **EU Chemical Strategy** - White Paper published February 2001. Commission detailed proposal expected 2002 with negotiations to continue during the year.

Proposal for a Commission Directive on a second list of **Indicative Occupational Exposure Limit Values**. 26 substances. Another 16 substances likely to be added. Negotiations will continue during 2002. Possible adoption 2003.

Amendments to the **Transport of Dangerous Goods by Rail Directive 96/49**. DfT lead. Implementation 2003.

The aspect of the Directive which relates to the transport of radioactive material by rail was given priority because of the earlier implementation deadline than other requirements. Regulations made in August 2002.

Amendments to the **Transport of Dangerous Goods by Road Directive 94/55**. DfT lead. Implementation 2003.

Amendments to **UN Model Regulations on the Transport of Dangerous Goods**. DfT lead. Complete 2002.

Proposal for an **EC Amendment to the COMAH Regulations 1999 under SEVESO Directive (96/82/EC)**. Proposals still under negotiation, Common Position expected in 2002.

## ANNEX 5 HSC ADVISORY COMMITTEES

The Health and Safety Commission has 15 Industry Advisory Committees and eight Subject Advisory Committees as listed below:

### **Industry Advisory Committees**

Adventure activities  
Agriculture  
Ceramics  
Construction  
Deep mined coal  
Foundries  
Health services  
Higher and Further Education  
Offshore  
Paper and Board  
Printing  
Railways  
Rubber  
Schools Education  
Textiles

### **Subject Advisory Committees**

Dangerous pathogens\*  
Dangerous substances  
Genetic modification  
Ionising radiations  
Occupational health  
Nuclear safety  
Toxic substances  
Biocides Consultative Committee\*\*

\*Dangerous Pathogens: - The Advisory Committee on Dangerous Pathogens (ACDP) is no longer viewed as an HSC Advisory committee. Due to its broad terms of reference, and the fact that all government departments with an interest in biological agents are represented on ACDP (eg DEFRA, FSA, DoH and the devolved administrations), ACDP is now classed a pan-government committee since 20 November 2001.

\*\*The Biocides Consultative Committee held a training event for members in May 2001 and had their inaugural meeting in October 2001.

### *Other committees*

Health and Safety Executive and Local Authorities Enforcement Liaison Committee (HELA)

When committees produce and publish guidance they do so with the Commission's endorsement. Subject Advisory Committees allow the Commission to take views on difficult issues, typically of cross-departmental interest. They provide formal consultation mechanisms in areas of high public and political sensitivity, such as genetic modification; and the involvement of outside experts helps give legitimacy to their, and to the Commission's activities. They also act as a sounding board for HSE proposals.

HSC's Advisory Committees encourage the joint participation of all representative organisations in the improvement of health and safety at work; draw on the expertise and advice available on both sides of industry and elsewhere; give the problems of particular industries closer and more detailed attention than the

Commission itself is able to do; and allow an industry focus on general issues (such as noise and COSHH).

HSC also takes advice from HELA, which seeks to ensure consistency of approach among local authorities and HSE.

In 2001/02 work of the advisory committees was wide-ranging and included: the publication of new guidance and discussion documents; consultation on and monitoring of priority programmes; holding open meetings with audience question and answer sessions and conferences; consideration of proposed legislation; revision and review of guidance; establishing working groups to take forward various initiatives; taking forward action plans to reduce accidents in the various industries.

The agendas, papers and minutes of the HSC's advisory committees (and sub-committees) are published on the Internet as well as summaries of open meetings. These can be found on <http://www.hse.gov.uk/action/index.htm>.

## ANNEX 6 SELECTED HSE PUBLICATIONS

*Railway Safety – HM Chief Inspectorate of Railways' Annual Report on the safety record of the railways in Great Britain during 2000/01* HSE Books 2001 ISBN 0 7176 2126 X

*Revitalising Health and Safety Strategy Statement* DTLR 2000 available on the HSE website at <http://www.hse.gov.uk/revitalising/strategy.pdf>

*Securing health together: A long-term occupational health strategy for England, Scotland and Wales* Booklet MISC225 HSE Books 2000

*Health and Safety Commission Annual Report and Health and Safety Commission/Executive Accounts 2000/01* The Stationery Office 2001 ISBN 0 10 291307 2 available from HSE Books

*Health and Safety Statistics 2000/01* HSE Books 2001 ISBN 0 7176 2110 3

*Health and Safety Commission: Strategic plan 2001-04* Booklet MISC319 HSE Books 2001

*Health and Safety Commission: Strategic plan 2001-04 - Summary* Booklet MISC319a HSE Books 2001

*Highlights from the Health and Safety Commission Annual Report and the Health and Safety Commission/Executive Accounts 2000/01* Booklet MISC422 HSE Books 2001 also available on the HSE website at <http://www.hse.gov.uk/action/content/annual.htm>

*Health and Safety Commission: Business plan 2002/03* Booklet MISC458 HSE Books 2002

*Railway safety statistics bulletin 2000/01 Statistics Bulletin* MISC408 HSE Books 2001 also available on the HSE website at <http://www.hse.gov.uk/railways/statistics/rsb0001.pdf>

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