

MANAGING THE ORGANISATION

Business improvement

1.41 HSE achieves continuous (mainly incremental) improvement in all its activities through a rolling Business Improvement Plan (BIP) which has been operational since April 2000. During 2002/3, HSE's 'Changing HSE' programme ran in parallel to BIP but with separate management arrangements. Changing HSE is looking at key strategic, organisational, positioning and delivery options to ensure HSE continues to make the maximum beneficial impact on work-related health and safety in a changing world. With this more fundamental review in progress, the scope for incremental improvements to current business models has been more limited. Nevertheless some important incremental improvements have been delivered this year. The out-turn shows HSE achieved savings valued at £12 655 581 for the year achieved through a combination of cash savings and quantifiable added benefits. *This is equivalent to 6.1% of total administrative costs in resource terms (excluding HSL) of £207 224 606.71 - exceeding our target of 3% for year-on-year savings.*

Resources

1.42 Full details of HSC/E accounts for 2002/03 can be found in Part 2.

Staffing

Table 26 Total HSC/E staff in post by occupational group

Occupational Group	01.04.01 Staff in post	01.04.02 Staff in post	01.04.03 Staff in post
Inspectors	1534	1625	1650.55
Other professional or specialist staff	1333	1461	1481.2
Other staff	1027	964	1030.3
	<i>(Plus 187 agency staff: 1214*)</i>	<i>(Plus 232 agency staff: 1196*)</i>	<i>(Includes 94 agency staff*)</i>
Total staff	3894	4050	4162
	<i>(Plus 187 agency staff*: 4081)</i>	<i>(Plus 232 agency staff*: 4282)</i>	

* Resource Accounts Guidance now requires inclusion of agency/temporary staff and inward secondments/loans.

Table 27 Total HSC/E staff in post by Directorate/Division

To note: figures at 1.4.01 and 1.4.02 differ from those published in previous Annual Reports because of the new requirement to include agency/temporary staff and inward secondment/loans.

Division Directorate	1.4.01 Staff in post	1.4.02 Staff in post	1.4.03 Staff in post
Health and Safety Commission Support and Senior Management Support Unit	-	-	-
Solicitors Office	35	50	34
Resources and Planning Directorate	514	515	496
Health Directorate	258	258	167
Safety Policy Directorate	140	125	114
Strategy and Analytical Support Directorate ¹	129	137	122
Rail Directorate ²	-	48	40
Operations Group	-	-	-
Operations Unit	26	29	-
Local Authority Unit	30	25	-
Operational Planning Division ³	-	-	35
Field Operations Directorate (FOD) ⁴	-	-	1712
HM Railway Inspectorate ⁴	-	-	184
Field Operations Directorate & HM Railway Inspectorate ⁴	1581	1723	-
Hazardous Installations Directorate	539	559	615
Nuclear Safety Directorate (NSD)	261	268	293
Electrical Equipment Certification Service	58	55	8
Technology Division ⁵	137	135	-
Total HSE staff	3708	3927	3820
Health and Safety Laboratory	373	355	342
Total Staff	4081	4282	4162

Notes:

- 1. Strategy and Analytical Support Directorate was formed from Senior Management Support Unit, Policy Unit, Statisticians' Branch, Economic Advisors Unit and Risk Assessment Policy Unit. The figure includes HSC Support staff.*
- 2. Rail Directorate formed from Safety Policy Directorate in November 2000. (Staffing figures combined with those for Safety Policy Directorate at 1.04.01).*
- 3. Operations Unit & Local Authority Unit merged 01.04.02 to become the Operational Planning Division.*
- 4. Field Operations Directorate and HM Railway Inspectorate brigaded May 2000, but separated in a re-organisation in April 2002.*
- 5. Staff from Technology Division have been placed in other Divisions within HSE: FOD, NSD, HID, Corporate Science and Analytical Services Division and Strategy and Intelligence Division.*

Recruitment

1.44 Recruitment into HSE is conducted in line with the Civil Service Commissioners' Recruitment Code. We operate systems and procedures that meet the Code and ensure that recruitment is carried out on the basis of fair and open competition and selection on merit. The systems and procedures are subject to periodic internal and external audits. The Code requires departments to publish summary information about their recruitment and the use of permitted exceptions to the principles of fair and open competition and selection on merit.

1.45 During the year,

- 300 staff were recruited
- 7 'New Deal' appointments were made under fair and open competition. The New Deal Programme is a Government initiative to assist the long-term unemployed;
- 27 UK secondments/loans into and out of HSE and 14 overseas secondments were made;
- 1 extension of a short term appointment beyond the initially publicised period, and
- 13 re-appointments of former civil servants were made.

Table 28

Recruitment level	Number	Male	Female	White	Non-white	Not declared*	Disabled
SCS	2	2	0	2	0	0	0
Band 1	1	1	0	1	0	0	0
Band 2	3	2	1	1	0	2	0
Band 3	48	40	8	23	0	25	0
Band 4	88	50	38	68	3	17	0
Band 5	15	9	6	2	2	13	0
Band 6	143	51	92				0
Total	300	155	145	97	5	57	0

Notes:

**Information on ethnic status is not always provided.*

Private Finance Initiative (PFI)/Public Private Partnerships (PPP)

1.46 REFIT – IT: In June 2001, HSE let a PFI/PPP contract to CMG UK Ltd, working in partnership with Computacenter, to provide IT and consultancy services including IT assets to all HSE users over the next ten years. A post implementation review was conducted between January and March 2003 to review the benefits that had been realised in the first complete year of the service. CMG UK Ltd. merged with Logica in December 2002 to form LogicaCMG Ltd., and the REFIT partnership continues under these new arrangements.

1.47 Merseyside HQ Project: Following a competitive exercise to provide new serviced accommodation for its North-West HQ, Kajima Development were chosen as the preferred bidder in December 2002. Negotiations are continuing with a view to finalising a contract by July 2003.

Sponsorship

1.48 The European Week Awards Dinner attracted sponsorship of £26 000 from 26 different organisations.

1.49 In 2002/03 HSE received sponsorship from a number of employers in support of the 2002 'Working Well Together' (WWT) Campaign which is an industry-wide construction health and safety campaign developed by HSC's Construction Industry Advisory Committee (CONIAC). Sponsorship was provided for two elements of the campaign:

- the WWT bus tour, a roadshow which visits construction sites around the country to promote health and safety messages and encourages workers to 'sign up' to best health and safety practice;
- the WWT 4C Awards Dinner at which awards are presented to winners and tables are 'sold' to WWT member organisations, mainly those who have entered the Awards.

Road Show

Taylor Woodrow	£15 000
Hilti	£10 000
Scaftag	£10 000
3M	£5 000
Total	£40 000

Awards Dinner

CITB	£17 500
Channel Tunnel Rail Link	£5000
Hays Montrose	£5000
Norwest Holst	£5000
Birmingham Health, Safety and Environment Association	£3000
Lincsafe	£2500
Table Sales**	£20 000
Total	£58 000

** competition entrants who 'buy' a table for their organisation for the awards dinner. Individual companies do not pay more than £5k, the figure above which organisations are identified.

Wider markets

1.50 HSE continues to pursue an active approach to charging within the limits set by its role as a regulator.

Departmental investment strategy

1.51 HSE manages its capital assets through the Departmental Investment Strategy. Investment to support its activities is mainly in accommodation, scientific instruments and motor vehicles. An 'on balance sheet' PFI contract has been agreed for the provision of a new laboratory for HSL.

Resource accounting and budgeting

1.52 The switch from cash accounting to resource accounting by central Government Departments became effective from 1st April 2001. HSE is now planning, controlling and accounting for expenditure on a resource basis.

Reducing fraud

1.53 The levels of fraud committed against HSE are small. We are continuously seeking to further reduce it by systematic risk identification and improving control measures. Where fraud is detected, we press for the strongest possible action against those committing offences to act as a deterrent to others.

Prompt payment of bills

1.54 HSE's and HSL's combined payment performance figure for the 2002-03 financial year is 98.9%. Although below the Government target of 100% this is a very good outturn and we continuously seek to increase our performance level by improving the payment process.

Charging

1.56 A review of the impact of charging in industries covered by the Control of Major Accident Hazards Regulations, the administrative processes of charging, the effectiveness of the queries and disputes procedure and the reasonableness of HSE's chargeout rates were described in last year's report. Following on from that reviews of the impact of charging in the Offshore, Railways and Gas transportation industries were completed in autumn 2002. The results have been reported to Ministers who agreed that, as with COMAH industries, no fundamental change should be made to the approach to charging in these industries.

1.57 The industry-wide Charging Review Group made its annual report to HSC on 3 December 2002. Issues on which progress was reported included:

- emerging findings on the reviews of the impact of charging in the Railways, Offshore and Gas Transportation industries;
- the operation of the Queries and Disputes procedure (and guidance on it);
- charging guides; and frequency of meetings.

1.58 As part of HSC's policy of recovering costs of 'permissioning regimes' charging was introduced from 1 April 2003 for approval of dosimetry services under the Radiation (Emergency Preparedness and Public Information) Regulations 2001. Charges for granting, re-assessing and amending licences under the Asbestos (Licensing) Regulations 1983 were re-structured to operate from the same date.

Information technology

1.59 This was the first year of the services being delivered under the REFIT PFI/PPP, which has been the subject of a post implementation review, in advance of a benefits evaluation review to be conducted by the Office of Government Commerce. High service levels are being achieved and a major technology refresh has started. In addition, there was progress on about 40 projects including:

- information security - further work on implementing BS7799 (a detailed security standard) and firewalls;
- conversion of business critical business systems from Lotus SmartSuite to Microsoft Office;
- changes to existing systems: eg RASP – our finance system;
- development of new systems: egsystems to support land use planning; a ready reckoner for health and safety management; joining up HSE, Environment Agency and the Scottish Environmental Protection Agency to manage some of their duties under the COMAH Regulations; e-forms, content management and corporate communications;
- developing the outline business justification for electronic document and records management, and for COIN – the Corporate Information System for HSE’s operational Directorates; and
- enhancing the management of IT enabled projects to the standards set out by the Office of Government Commerce.

Equality and diversity

1.60 Main achievements during 2002/3 were:

Leadership and taking responsibility

We have worked with HSE Directorates/Divisions to make sure diversity becomes part of HSE’s culture and encouraging SCS members to act as and be seen as a corporate group leading change, fulfilling the challenge of leading by example.

1. Reinforcing behaviour

At the end of October Board Members were contacted to establish what had been done, following a Board discussion in July, to address the issues raised in a briefing note about unacceptable behaviours in HSE.

The responses suggest that most staff have been given the opportunity to see a briefing note or to participate in other ways such as discussions on stress etc. Staff were shocked that there are people in HSE who have displayed the extremes of behaviours mentioned in the briefing note, to the point of disbelief in some cases. Many did not recognise the behaviours as the day to day reality.

Directorates/Divisions said that staff appear to have a reasonable understanding of the standards of behaviour. Where standards have slipped - and a few cases have emerged - complaints have generally been dealt with quickly and appropriately. The main lessons seem to centre upon effective management, leading by example and taking swift action, encouraging an open culture and dealing with situations quickly before they get out of hand.

HSE has redrafted its Staff Handbook Chapter on unacceptable behaviour to make it easier to follow and to improve access. Together with the launch of our Harassment Contact Adviser Network and increased confidence generated by the diversity workshops, individuals feel more empowered to challenge unacceptable behaviour as they perceive it.

2. Develop childcare strategy

We are currently continuing to subsidise Playscheme places in Bootle and Rose Court and Nursery places in Bootle. Research has begun into other ways of providing childcare subsidies to introduce greater equity for staff across HSE.

Management capability

1. Harassment Contact Adviser Network

A Harassment Contact Adviser Conference and training course was held in Bootle in March which was attended by a total of 26 new and existing HCAs. The theme of the day was to strengthen the links between the HCAs, Counselling and Support Services and Personnel Division. One of the topics dealt with at the Conference was the introduction in December 2003 of new legislation making it unlawful to discriminate on the grounds of religion, religious belief or sexual preference. A number of existing HCAs have offered to 'buddy' newly appointed HCAs or those existing HCAs who have still to undertake any interviews.

2. Disability issues

HSE has maintained its ongoing support for the Civil Service Disability Network. This has included providing the Chair of the CSDN with significant facility time and resources to carry out their duties and also hosting a meeting of the CSDN at short notice.

As part of European Year of the Disabled 2003 we have hosted a workshop for members of the NW Employers Forum on Disability and for HSE staff. We also invited an associate of the Forum to a Diversity Liaison Officer's Workshop to give a fresh perspective to members about disability issues.

The Equality team has ensured that staff with a disability continue to obtain workplace assistance and the encouragement they need.

Awareness

1. Diversity training

Following the success of the 39 diversity workshops (Geraldine Bown, Domino Consultancy Ltd) we rolled out to all staff last year, we have run three further workshops to pick up new starters and those who were unable to attend previously.

Equality Proofing performance reviews and other HR systems

1. Performance management and pay arrangements

A pilot took place throughout the 2002/3 reporting year to revise HSE's performance management and pay arrangements in support of the Civil Service Reform Programme. The aim is to obtain stronger performance management in the organisation by promoting more open and honest discussion, as well as a sharper focus on individual development and continuous improvement. Originally, it was planned to implement new arrangements from April 2003, but the initial pilot identified areas for further development. Further piloting will now take place from April 2003 with the intention of implementing new arrangements from April 2004

Equal opportunities

1. Pathways Development Programme

There were six internal applications, of which four were successful – one of whom was also successful on SPATS and subsequently withdrew from Pathways.

2. Windsor Fellowship

HSE took a total of 17 Windsor Fellows in 2002/03. Ten students returned in 2002 for their 2nd placement and seven new students have been recruited for their first placement. We also continued our sponsorship of the Windsor Fellowship Open Day and have agreed to offer further sponsorship for the next three years.

3. Disability bursary

One person was sponsored on the Scheme in 2002 and we have agreed to sponsor the Scheme for 2003/04.

Race Equality Scheme and Race Relations (Amendment) Act 2000

1.61 HSC/E's race equality scheme was published on the 31st May 2002. It details the actions to be taken between May 2002 and May 2005 to ensure equality of opportunity and eliminate unlawful discrimination, thus complying with duties on HSC and HSE under the Race Relations (Amendment) Act 2000.

1.62 Section 6 of the Scheme sets out specific actions to be taken during each year of the plan, with a total of 21 actions identified to be completed by 31st May 2003. Section 7 of the scheme identifies that progress against the plan will be reviewed on a six monthly basis with the results reported to HSC and the HSE Board. At the end of each year we are required to publish a report detailing progress against the plan.

1.63 Progress against each of the 21 specific actions identified for year one are largely complete, with many ongoing, eg monitoring of personnel policies. The revised scheme and progress against the plan will be published in summer 2003.

Progress towards targets

Table 29 Disability

BAND	1 APRIL 1999		31 MARCH 2003		TARGET 2005*	
	NUMBER	%	NUMBER	%	NUMBER	%
SCS	0	0	1	1.8%	2	3.7
B1 (G6)	2	1.6	2	1.5%	4	3.1
B2 (G7)	7	1.2	24	3.7%	10	✓1.8
B3 (SEO)	15	1.3	47	3.5%	19	✓1.6
B4 (HEO)	11	2	16	2.5%	16	2.9
B5 (EO)	11	2.7	26	4.7%	16	✓3.9
B6 (AA/AO)	73	6.1	71	6.7%	77	✓6.4
TOTAL	119	2.9	187	4.2%	144	✓3.5

Table 30 Gender

BAND	1 APRIL 1999		31 MARCH 2003		TARGET 2005*	
	NUMBER	%	NUMBER	%	NUMBER	%
SCS	13	24.5	14	25.0%	15	29.0
B1 (G6)	8	6.2	22	16.9%	13	✓10.0
B2 (G7)	71	12.2	107	16.6%	80	✓13.7
B3 (SEO)	304	26	427	31.8%	326	✓27.8
B4 (HEO)	259	47.1	312	49.4%	275	50.0
B5 (EO)	268	65.7	372	67.4%	263	✓64.0
B6 (AA/AO)	873	72.9	747	70.2%	838	✓70.0
TOTAL	1796	43.9	2001	45.3%	1810	✓44.2

Table 31 Race

BAND	1 APRIL 1999		31 MARCH 2003		TARGET 2005*	
	NUMBER	%	NUMBER	%	NUMBER	%
SCS	0	0	0	0.0%	1	1.8
B1 (G6)	1	0.8	2	1.5%	3	2.3
B2 (G7)	7	1.2	15	2.3%	12	✓2.1
B3 (SEO)	35	3	59	4.4%	45	✓3.8
B4 (HEO)	17	3.1	57	9.0%	24	✓4.4
B5 (EO)	31	7.6	55	10.0%	38	✓9.3
B6 (AA/AO)	103	8.6	116	10.9%	118	✓9.9
TOTAL	194	4.7	304	6.9%	241	✓5.9

*Projected figures at 1 April 1999

✓ = Target met or exceeded

1.64 Our targets were set in April 1999 using an analysis of factors such as: the current situation across all job bands; age profiles; likely promotion rates; the effects of increased recruitment activity in attracting ethnic minority applicants, women and people with disabilities; and the impact of awareness raising activities, particularly on the development of staff from underrepresented groups. To these factors we then applied an element of 'stretch' to ensure our targets are genuinely challenging. We will be reviewing the targets shortly when the results of the 2001 population census are analysed.

Staff training and development

1.65 The decision was taken during the early part of the 2002/2003 to apply for Corporate IiP recognition. This application ran in parallel with those for the renewal of IiP status made by PD, HSL, PEFD, SASD. The assessor has interviewed staff in these Directorates, the Chairman of HSC and all three members of the HSE Executive. The assessor has indicated that he will be recommending to IiP UK that HSE be granted Corporate IiP status.

1.66 For centrally held contracts for training, 575 courses ran with 4890 staff trained. Subject matter ranges from general subjects such the HSE induction course, HSE's occupational health and safety arrangements, management training, personal development and IT skills, to those for specific jobs such as legal training for regulators, or the Occupational Health and Safety Postgraduate Diploma run by Heriot-Watt. We have also launched several new courses covering Management Development for Band 6 staff, Mentoring, Team effectiveness, Writing for the Ark network and in occupational health areas, eg the Manual Handling Assessor course.

Government targets on sickness absence

1.67 In May 2001, new arrangements were introduced to manage sickness absence more effectively. The arrangements are designed to support line managers in removing barriers, wherever possible, that prevent staff from attending work, which take account of health, personal and domestic circumstances. The guidance emphasises that managers should be supportive and sensitive when dealing with absence issues. However, when repeated periods of absence cannot be justified, managers are required to agree attendance improvement targets with staff which, if not achieved, could lead to dismissal.

1.68 From April 2002 to March 2003 there was a total of 35 100 working days lost in HSE through sickness absence, an increase in the average of working days lost from 8.06 in 2002 to 8.36. However, the overall sickness absence trend is still downwards; the 2003 figures include two individuals who medically retired in March 2003 after lengthy absences. Because their total absence is included in the 2002 2003 figures, these two cases have distorted the latest figures. Excluding these two absences, the 2003 average figure is 8.02.

1.69 The new arrangements are currently under review, to ensure that the improvements are maintained and where appropriate the arrangements will be modified to further support staff and management.

Green housekeeping

1.70 HSE is fully committed to pursuing and promoting best environmental practice across its estate and has continued to implement several initiatives and introduce new techniques and technologies to make HSE a 'greener' place to work. Activities included:

- implementing a green housekeeping strategy;
- continued participation in the Public Sector Energy Efficiency campaign to reduce annual energy consumption on HSE's estate demonstrating value for money in energy procurement and usage, as well as cost-effective management;
- establishing sound data collection methods and baseline information for measuring progress against the 12.5% target reduction in annual emissions of carbon dioxide and other greenhouses gases in HSE buildings by 2008-2012;
- achieving certification of ISO14001 for the functions of HSE's Business Services Division's Environmental Management System (EMS), maintaining and developing the EMS and considering opportunities for implementing such systems elsewhere on the estate;
- embedding consideration of environmental implications when decisions are taken on purchasing and the use of resources;
- printing HSC/E publications, wherever possible, on environmentally friendly paper, using environmentally friendly processes;
- setting up reliable systems to measure the amount of solid waste produced by HSE to meet the cross-Government target to achieve 70% recovery and recycling in 2003-2004, extending recycling schemes in HSE premises and continuing to reduce paper consumption by encouraging the use of recycled paper – 100% of paper purchased, under contract, by HSE comprises 100% post consumer waste; and
- completing four Building Research Establishment's Environmental Appraisal Method (BREEAM) surveys in multi occupied buildings during the period and commencing a further two.

Business risk

1.71 At its meeting on 2 October the Board agreed a high level risk register. This set out six generic risks and a 'risk owner' was identified for each. The six generic risks were analysed into twenty-five more specific risks and control systems for each identified. Work is on going to check the effectiveness of these controls and whether they are appropriate.

Welsh Language Scheme

1.72 The Welsh NVQ training has continued this year and the success of this has seen more Welsh speaking representatives from HSE assisting the public at various events throughout Wales. These include the Agricultural Safety Awareness Days organised by HSE, the TUC Cymru Conference, The Royal Welsh Show and many more. HSE has also continued its provision of Welsh language media interviews on request.

1.73 HSE produced its first back-to-back bilingual leaflet this year, adding to the wide range of publications already available from HSE.

Devolution

1.74 HSC/E has a well-established commitment to working in partnership with the devolved administrations of Scotland & Wales in areas of common and closely related interests. HSE has good working relationships with both the Scotland Office (whose Ministers have been involved in promoting key health and safety messages), the Scottish Executive and the National assembly of Wales on a wide range of issues, many of which are devolved; these include public health, agriculture, education and enterprise. The Scottish Health and Safety Revitalisers Forum has been set up by key stakeholders, with support from HSE, to help deliver RHS and SH2 effectively in Scotland while a new occupational health support service for SMEs, 'Safe and Healthy Working', has been set up in partnership with, and is funded by, the Scottish Executive. In Wales, work continues to ensure that the initiatives are embedded into the work of the Assembly and other key organisations (eg NHS Wales)

Employee involvement

1.75 It is HSE's policy to consult HSE Trade Unions, representing staff in HSE, as widely as possible in order to provide the opportunity for HSE Trade Unions to influence the development, and application of proposals relating to major organisational and staffing changes. There is a formal consultation structure between HSE management and unions within the Whitley system at both national and local levels. The HSE Whitley Council is the central forum for discussion of all matters of concern to HSE as a whole, between HSE's management and Trade Unions. National Whitleys are held quarterly and chaired by the Director General. HSE consults and negotiates with the Trade Unions about all issues affecting the terms and conditions of employment of staff. The HSE Pay Agreement provides a framework for the annual negotiations on all pay matters. For example during 2002/3 a number of staff have been involved in the development and piloting of new performance management and pay arrangements. The active involvement of intermediary groups, such as personnel contacts in Directorates/Divisions, is also sought to help review and develop personnel policies so that they meet HSE's business needs.

HSE's Management Plan 2001 - 04

1.76 HSE's Management Plan was published in October 2001 and sets out HSE's management priorities for the next three years and the activities that the organisation will focus on to progress these priorities. The Plan was developed to support our delivery of the Strategic Plan, and to help ensure that HSE is fit enough and smart enough to deliver its key priorities. It covers HSE's long-term management strategy, including its approach to Modernising Government.

It is a wide-ranging and detailed plan under four key priorities. To:

- Lead and look after staff valuing their contribution and their diversity and the benefits this brings to the way we engage with stakeholders.
- Get the right people in the right place at the right time, building and making best use of their skills to deliver key objectives.
- Manage our information resources and the knowledge, expertise and experience of our staff, and apply it to our priorities efficiently and effectively.

- 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.

For detailed progress on the 2nd year of the Plan see Annex 1

Health and Safety in HSE

1.77 It is HSE's policy to set and maintain exemplary standards of health and safety for its staff and contractors. HSE staff are exposed to a wide variety of potential hazards to their health and safety ranging from the normal office based risks to those that regulatory staff meet on site, eg offshore installations, construction sites, asbestos removal operations, working on the rail system etc. HSE also has a number of contractors (eg facilities management and IT contractors) and temporary staff working on HSE premises. During the year HSE continued to work towards achieving this aim and the targets set under Revitalising Health and Safety by raising the profile of staff health and safety.

Monitoring of performance

1.78

- The HSE Board discuss health and safety at every formal Board meeting, receiving the monthly accident and ill health statistics and reports on significant health and safety issues.
- The Board discusses formal midyear and end of year reports on HSE's performance which include progress against the Corporate H&S plan. Audits are carried out by HSE's Health and Safety Adviser (HSA) and considered by the Corporate Health and Safety Committee (CHSC), as well as local inspections and audits.
- During the year a Benchmarking exercise with the Highways Agency was undertaken which was of benefit to both organisations in demonstrating areas for improvement. For HSE this included reviewing purchasing policy and control of lone workers.

Consultation

1.79 HSE recognises the importance of consultation with its employees. The CHSC is the principal consultation forum between the Executive and the HSE TUs. Justin McCracken, the Deputy Director General, Operations, is the Board Champion for health and safety and chairs the CHSC. The committee meets three times a year. There are a number of local site safety committees. Safety representatives are encouraged to be involved in work place inspections and accident/ill health investigations.

Progress on the Health and Safety Plan for 2002/2003

1.80 The HSE Health and Safety Plan for 2002/2003 set a number of priorities:

- Musculoskeletal disorders: DSE - The number of DSE-related reports of ill health continues to cause concern. Improved arrangements for DSE assessments and tighter performance measures have been implemented in all Directorates with improved training for assessors, clearer procedures, information and a discussion forum available on the intranet, to address the concerns of assessors, eg equipment available. International RSI day was used to raise awareness of key ergonomic issues

- Stress - The HSE Board in agreeing a stress strategy in June 02 recognised that they should be an early adopter of the approach and required Directorates to carry out risk assessments against the seven factors identified in 'Tackling Stress Together'. This has proved to be a challenging experience and HSE is determined to learn from the outcomes. All Directorates now have an action plan based on the risk assessments and progress will be monitored during the coming year. The raised profile of stress has led to a greater number of reports of work related stress being received during the year;
- Slip, trip accidents – campaigns and promotions to reduce the number of accidents due to slips and trips were held during the year to encourage a 'just do it' approach to getting potential hazards removed rather than leaving it to others;
- H&S of non-HSE employees where HSE has responsibility. Risk assessments were carried out where HSE has a potential interface with the public;
- Monitoring and review – Directorates reported on self audit against the Ministerial Checklist at mid and year-end, identifying priority areas for action.

In 2003/4 the priorities are:

1.81 Auditing and monitoring performance against the Ministerial Checklist and Good Practice Guide, identifying priority areas for action:

- musculoskeletal disorders;
- stress;
- slips trips and falls;
- the H&S of contractors employed by HSE; and
- work-related road risk.

Health and safety performance: Accident/ill health/near miss reports

1.82 Accidents and work-related ill health, and near misses including dangerous incidents and verbal abuse/threatening behaviour are reported and investigated. The increase in the number of reports this year is due to the higher profile of health and safety and increased awareness of the need to report incidents.

	April-March 2003	April –March 2002	Apr-March 2001
Fatal injuries	0	0	0
Major injuries	1	2	1 (1)
Over 3 day injuries	13 (1)	9 (3)	15
Minor injuries	148 (17)	114 (19)	102 (11)
Dangerous occurrences	0	2	0
Near misses, including verbal abuse and possible accidental asbestos exposure	85 (6)	72 (12)	64 (5)
Ill health cases	158 (5)	129 (1)	114 (1)
TOTAL	405	328	296

Note:

The figures for non-HSE staff are included and shown in brackets.

1.83 There were 15 RIDDOR reports during 2002/03, two of which were reported by employers of non-HSE staff. This compares with 15 last year (including three non-HSE staff) and 15 in 2000/01 (including 2 non-HSE staff). The incident rate for RIDDOR incidents is 303 per 100 000 employees. HSE estimates the total cost of the accidents/ill health to be approximately £275 000, but believe this underestimates the cost of ill health particularly due to stress. There were no claims settled during the year relating to work-related accidents.

Enforcement action against HSE: There were no prosecutions, convictions or enforcement notices against HSE during the year.