



OperatingPlan

2011-2012

hseⁿi
CONTROLLING RISK TOGETHER



Health and Safety Executive for Northern Ireland

Operating Plan 2011-2012

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Introduction

Background

The Health and Safety Executive for Northern Ireland (HSENI) was established on 1 April 1999 as an executive Non-Departmental Public Body (NDPB) with Crown status and is sponsored by the Department of Enterprise, Trade and Investment.

Details of HSENI's organisational structure and its resources are contained in Annexes 1 and 2 respectively.

This one-year plan derives directly from HSENI's Corporate Plan 2011-15 which in turn derives from the long-term strategy for the better regulation of health and safety at work in Northern Ireland¹ conceived and developed in partnership with HSENI's co-regulators, the Northern Ireland District Councils. This long-term strategy spells out the shared vision, mission and goals that both HSENI and the District Councils will abide by as each delivers its services and meets its targets in their respective enforcement environments.

Vision

The shared vision set for the better regulation of health and safety at work in Northern Ireland is:

“A place where the sensible control of work-related risk is the norm and work-related deaths, injuries and ill health are the exception.”

Mission

The essence of the work that we will undertake in pursuit of this broad vision is encapsulated in the following shared mission statement:

“To significantly reduce the number of work-related fatalities, injuries and cases of ill health in Northern Ireland.”

This mission will be achieved by:

- ensuring that Northern Ireland's health and safety at work regulatory system operates as effectively as possible, supporting businesses and reducing regulatory burdens;
- focusing on the core aspects of workplace health and safety in Northern Ireland, thereby promoting sensible and proportionate risk management by all; and
- targeting District Council and HSENI's resources when appropriate, in a manner that maximises each organisation's ability to prevent harm and secure justice.

¹ Health and safety at work: protecting lives, not stopping them. A HSENI and District Council Strategy for the better regulation of health and safety at work in Northern Ireland. February 2011.





Goals

Under the strategy our goals are to:

Goal 1 Working together

Work together to maximise resources to best effect, via joint strategic planning and a collaborative approach to implementation;

Goal 2 Sensible risk management

Promote an approach to workplace health and safety management that informs risk makers and managers about the core principles and real health and safety issues;

Goal 3 Focus on key workplace health issues

Focus on key health issues in the workplace that will bring about a reduction in the number of cases of work-related ill health;

Goal 4 Building capacity

Build capacity for businesses, and in particular SMEs, to effectively manage workplace health and safety;

Goal 5 Vulnerable groups

Assist in highlighting the needs of vulnerable groups to ensure that their needs are recognised and managed within the workplace;

Goal 6 Targeted intervention and enforcement

Target resources for compliance based on proportionate intervention and enforcement;

Goal 7 Working with other regulators

Work with other health and safety regulators in the Republic of Ireland, Great Britain, Europe and other parts of the world, to ensure an effective network for learning and sharing of good practice on key aspects of workplace health and safety;

Goal 8 The wider perspective

Have a wider perspective on other issues and policies that impact on health and safety in the workplace to influence and maximise the benefit from potential synergies;

Goal 9 Leadership

Provide leadership for the regulation of health and safety at work; and

Goal 10 The role of others

Clarify and promote the role of others and their responsibility for managing health and safety and achieving excellence.

Key Objectives

HSENI will endeavour to realise its vision through the following key objectives:

- To provide the highest standards of service delivery at the regional level.
- To promote key workplace health and safety messages and themes to targeted sectors and groups.
- To communicate appropriate, timely and practical workplace health and safety information and advice.
- To improve compliance with health and safety standards through inspection and investigation activities.
- To ensure that an effective and up-to-date health and safety at work regulatory framework is maintained.



Corporate Plan 2011-2015

The Corporate Plan sets out the broad approach that has been adopted to achieve HSENI's objectives and the shared goals under the long-term strategy. It describes the general policy framework in which HSENI is operating and sets out the key targets to be met within the four-year period of the plan, ending 31 March 2015. These key targets are reproduced in Annex 3.

In working towards its five key objectives over the four-year period of the Corporate Plan, HSENI will focus on the following priorities:

- falls from height;
- transport in the workplace;
- handling livestock;
- maintenance activities;
- manual handling and repetitive work;
- exposure to asbestos fibres;
- slips and trips;
- work-related stress;
- major accident hazards;
- public health incidents;
- carbon monoxide awareness.

Operating Plan 2011-2012

This Operating Plan follows directly from HSENI's Corporate Plan for 2011-15. It sets out the broad detail of HSENI's targets and the resources available for 2011-2012, the first year of the Corporate Plan. Progress towards these targets will be closely monitored.

The Operating Plan focuses on the five key objectives listed above and sets out the main output targets through which these objectives will be pursued. It also establishes other corporate targets relating to HSENI's operating principles, such as quality of service and efficiency and value for money. The Operating Plan is supplemented by more detailed Group Work Plans and by individual Job Plans, which together help staff understand HSENI's overall aims and objectives and the role that each plays in contributing to HSENI realising its vision and mission.

JIM KEYES
Chief Executive

GEORGE LUCAS
Chairman

Objectives

To provide the highest standards of service delivery at the regional level.

Where appropriate, HSENI's actions under this objective will contribute to the following strategic goals:

- Goal 1 Working together; and
- Goal 7 Working with other regulators.

Key Areas	Targets
Quality of service	<p>Continue to operate a quality management scheme and maintain UKAS Accreditation for HSENI's scientific services by 31 March 2012.</p> <p>Monitor service delivery targets to ensure that the standards set out in HSENI's Customer Care Charter are being met by 31 December 2011.</p>
Efficiency	<p>To explore and make recommendations regarding the viability of a centralised accident reporting system for HSENI and District Councils by March 2012.</p> <p>During 2011/12, all case files will be presented to the Public Prosecution Service for Northern Ireland (PPSNI) in accordance with the Service Level Agreement in place.</p> <p>Through a range of Cross Border Working Groups, involving representatives from both HSENI and the RoI's Health and Safety Authority, facilitate the sharing of information and best practice in areas such as construction, agriculture, quarrying and major hazards during 2011/12.</p>
Access to information	<p>Publish minutes of all HSENI Board and Senior Management Team meetings held during 2011/12 on HSENI's website.</p> <p>Publish an Annual Report and Statement of Accounts for 2010/11 by 30 September 2011.</p> <p>Publish information on HSENI's website relating to enforcement notices served and prosecutions taken on HSENI's behalf during 2011/12.</p>

To promote key workplace health and safety messages and themes to targeted sectors and groups.

Where appropriate, HSENI's actions under this objective will contribute to the following strategic goals:

- Goal 2 Sensible risk management;
- Goal 3 Focus on key workplace health issues;
- Goal 4 Building capacity;
- Goal 5 Vulnerable groups;
- Goal 8 The wider perspective;
- Goal 9 Leadership; and
- Goal 10 The role of others.

Key Areas	Targets
Priority issues	<p>Hold a series of targeted events in conjunction with partner organisations by 31 March 2012, including:</p> <ul style="list-style-type: none"> • at least two seminars in partnership with the construction industry addressing relevant health and safety topics; • a health and safety awareness day for the quarry and quarry products sector; • five seminars on maintenance issues for the manufacturing sector; • three asbestos awareness seminars under the BuildHealth initiative; and • at least three seminars on work-related stress in conjunction with the Labour Relations Agency. <p>Promote the 2011 European Week of Safety and Health, the theme of which is "Safe Maintenance", by end October 2011.</p> <p>Deliver a campaign to advise the public on the need to check that gas installers are registered with the Gas Safe Register by 30 November 2011.</p>
Vulnerable groups	<p>Deliver a Safe Machinery Operation Competition aimed at young farmers at the Balmoral Show by 31 May 2011.</p> <p>Deliver farm safety presentations to children in 90 rural primary schools by 31 March 2012.</p>
Recognising excellence	<p>Undertake an audit of at least one further organisation invited to participate in HSENI's Recognising Excellence Programme, based on OSHA's Voluntary Protection Program in the US, by 31 March 2012.</p> <p>In conjunction with NIC ICTU, present an award that recognises the contribution Health and Safety Representatives have made in improving health and safety standards in their workplace by 30 November 2011.</p>
Working in partnership	<p>Deliver a premier health and safety conference "Health and Safety in Challenging Times" for workplace health and safety practitioners in partnership with the Northern Ireland Safety Group, the Institution of Occupational Safety and Health, NIC ICTU and Belfast City Council by 31 May 2011.</p> <p>In conjunction with the Gas Safe Register, the Consumer Council, OFTEC and other key stakeholders, including the fuel supply industry, launch a second campaign to raise public awareness of the risk of carbon monoxide poisoning from all fuels by 31 March 2012.</p>
Small businesses	<p>Through its small business advisory service, Health and Safety Works NI (HSWNI), deliver key health and safety messages to emerging businesses by actively participating in 100 seminars by 31 March 2012.</p>



To communicate appropriate, timely and practical workplace health and safety information and advice.

Where appropriate, HSENI's actions under this objective will contribute to the following strategic goals:

- Goal 2 Sensible risk management;
- Goal 3 Focus on key workplace health issues;
- Goal 4 Building capacity;
- Goal 5 Vulnerable groups;
- Goal 9 Leadership; and
- Goal 10 The role of others.

Key Areas	Targets
Priority issues	<p>Develop a campaign aimed at protecting young children who visit open farms from E.coli infection due to animal contact by 31 March 2012.</p> <p>Develop sector specific guidance aimed at reducing the risk of exposure to silica dust amongst stone masons by 31 March 2012.</p> <p>Develop a training pack aimed at trade apprentices to highlight the risks of asbestos exposure by 31 August 2011.</p> <p>Develop guidance aimed at preventing musculoskeletal disorders amongst construction and rail workers by 31 March 2012.</p> <p>Continue to work with a range of public sector bodies in reducing sickness absence associated with work-related stress during 2011/12.</p> <p>Launch a support pack for small to medium size construction companies giving advice on writing health and safety plans and method statements by 31 March 2012.</p> <p>Issue four editions of the HSENI e-Newsletter by 31 March 2012.</p>
Vulnerable groups	<p>Launch a new "Mind how you go" leaflet aimed at providing health and safety advice to students and young people entering the workplace for the first time by 31 December 2011.</p> <p>Deliver six presentations to construction students and apprentices to raise awareness of health and safety in the construction industry by 31 March 2012.</p> <p>Continue with the "Be Aware Kids" Child Safety on Farms campaign by running a safety on farms poster competition aimed at primary school pupils in rural areas by 30 June 2011 and subsequently produce a calendar containing the key health and safety messages from the winning entries in the poster competition by 31 October 2011.</p> <p>In association with the Ulster Farmers' Union, continue to deliver the "Older, Wiser, Safer?" awareness campaign, aimed at eliminating work-related fatalities involving older farmers, during 2011/12.</p>
Workplace health	<p>Deliver a seminar for building contractors on the management of workplace health, under the BuildHealth initiative, by 31 March 2012.</p>
Small businesses	<p>Through its small business advisory service, Health and Safety Works NI (HSWNI), provide mentoring to 300 small businesses to assist them with their management of health and safety by 31 March 2012.</p>

To improve compliance with health and safety standards through inspection and investigation activities.

Where appropriate, HSENI's actions under this objective will contribute to the following strategic goals:

- Goal 3 Focus on key workplace health issues;
- Goal 4 Building capacity;
- Goal 5 Vulnerable groups;
- Goal 6 Targeted intervention and enforcement; and
- Goal 10 The role of others.

Key Areas	Targets
Priority issues	<p>In contributing to a joint HSENI/District Council project for 2011/12, at least 50% of all of HSENI's inspection cases will address the issue of safe maintenance.</p> <p>Undertake inspection initiatives focussing on particular health and safety risks in the following areas:</p> <ul style="list-style-type: none"> • maintenance of mobile plant used in construction; • machinery maintenance in the manufacturing, agriculture and quarry sectors; • the management of legionella in high risk premises; • the use of explosives at quarries; and • asbestos removal operations.
Vulnerable groups	<p>Ensure that the health and safety needs of vulnerable groups such as young workers (including school leavers entering the workplace for the first time), older persons and migrant workers, is addressed during all inspection and investigation activities where appropriate.</p>
Inspection (including Investigation)	<p>6,000 inspections will be conducted across all work sectors aimed at improving levels of compliance with health and safety standards.</p> <p>RIDDOR incidents will be selected for investigation using HSENI's Incident Selection Procedure.</p> <p>All complaints about workplace health and safety standards will be investigated in accordance with HSENI's published procedure.</p> <p>All fatal incidents will be investigated.</p>
Compliance/Enforcement	<p>All employers found to have an unsatisfactory level of compliance will be considered for enforcement action in accordance with HSENI's Enforcement Guidelines.</p> <p>NOTE: The target date for all of the above is 31 March 2012.</p>





Objective: Regulation

To ensure that an effective and up-to-date health and safety at work regulatory framework is maintained.

Where appropriate, HSENI's actions under this objective will contribute to the following strategic goal:

- Goal 7 Working with other regulators.

Key Areas	Targets
Consultative and Discussion Documents	<p>Publish Consultative Documents in relation to proposals for health and safety regulations and Approved Codes of Practice in areas, including:</p> <ul style="list-style-type: none"> • health and safety fees; and • reporting of injuries, diseases and dangerous occurrences.
Health and Safety Legislation	<p>Take forward primary legislative processes to extend powers of the Health and Safety at Work (Northern Ireland) Order 1978 to include animal pathogens.</p> <p>Develop health and safety regulations to cover a variety of topics, including:</p> <ul style="list-style-type: none"> • carriage of dangerous goods; and • petroleum licensing.
Approved Codes of Practice and Guidance	<p>Adopt Approved Codes of Practice and Guidance developed by the Health and Safety Executive in Great Britain for use in Northern Ireland where appropriate.</p> <p>NOTE: The target date for all of the above is 31 March 2012.</p>

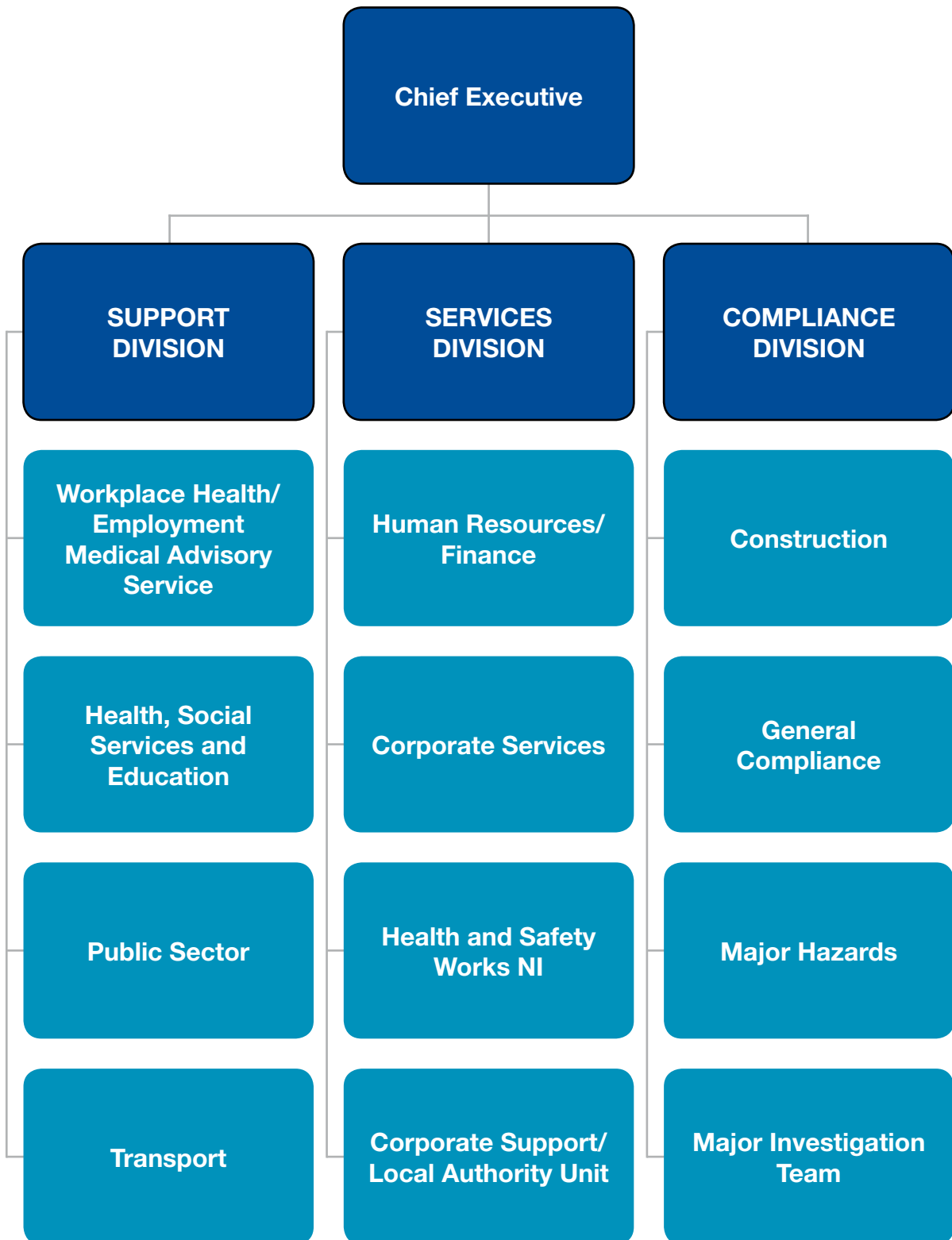
Other Corporate Targets

Key Areas	Targets
Health, safety and welfare	During 2011/12, through the leadership of the HSENI Senior Management Team, maintain and develop a health, safety and welfare culture within HSENI that minimises the risk of incident, illness or injury.
Policy development	Submit an Annual Report to the Equality Commission on the implementation of HSENI's actions under equality and disability duties by August 2011. Revise HSENI's Equality Scheme in line with the Equality Commission's Guidelines and complete a public consultation exercise by March 2012.
Human resources	Seek re-accreditation of HSENI as an Investor in People organisation by 30 June 2011. Develop a HSENI's Learning and Development Plan for 2011/12 by 31 July 2011.
Corporate Governance and Risk Management	Support the quarterly meetings of HSENI's Audit and Risk Management Committee during 2011/12, in its task of seeking assurances on the corporate governance and risk management processes and procedures within HSENI. Undertake a desk-top test of HSENI's Business Continuity Plan and identify necessary changes by 28 February 2012.
Financial	Prepare, finalise and lay before the Assembly, HSENI's Statement of Accounts for 2010/11 before the summer recess for 2011.



Annex 1: Organisation Chart

HSENI – Operating Plan (at 1 April 2011)



Annex 2: Resources

HSENI has a staff complement of 131, of whom approximately 75% are engaged in front line service delivery. HSENI is sponsored by the Department of Enterprise, Trade and Investment. In 2011/12 its financing will be £6.8m to cover administration costs, such as staff salaries and wages and running costs, and to cover expenditure on items such as promotional activities and the provision of an information and advisory service.

HSENI also has a senior medical officer seconded from DHSSPS to provide support to HSENI on workplace health issues, including the delivery of its Employment Medical Advisory Service. HSENI meets the cost of this officer's salary and expenses.

The resources available to HSENI will be kept under constant review and, when appropriate, bids for additional resources will be made to DETI where these are needed to ensure that HSENI is equipped to deal with emerging pressures and to provide for future organisational development.



Annex 3: Corporate Plan Targets 2011-2015

Service Delivery

During the four-year period of its Corporate Plan, HSENI will:

- Meet the targets set out in its Customer Care Charter, notwithstanding any reductions to its budget over the lifetime of this plan; and
- Implement, as appropriate, the recommendations made by the Northern Ireland Audit Office in its Value for Money Study of HSENI published in 2010².

Promotion

During the four-year period of its Corporate Plan, HSENI will:

- Run or participate in 600 local promotional events, including workshops, seminars, exhibitions, etc., providing attendees with key health and safety messages so that they will through their actions have a positive impact on the standard of health and safety in their businesses, workplaces and communities.

Information

During the four-year period of its Corporate Plan, HSENI will:

- Distribute 500,000 items of published information/advisory material (including electronically published materials) to employers, employees and members of the public, to allow them to make informed decisions about their health

and safety so that each will, through their actions, have a positive impact on the standard of health and safety in their businesses, workplaces and communities; and

- Through its small business advisory service, Health and Safety Works NI (HSWNI), provide mentoring to 1,200 small businesses with the aim of positively impacting on their management of health and safety.

Inspection

During the four-year period of its Corporate Plan, HSENI will:

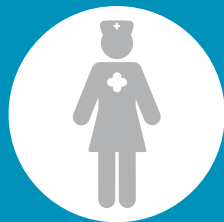
- Undertake at least 24,000 inspections across all work sectors for which HSENI is responsible, aimed at improving levels of compliance with health and safety standards; and
- All employers found to have an unsatisfactory level of compliance will be considered for enforcement action in accordance with HSENI's Enforcement Guidelines.

Regulation

During the four-year period of its Corporate Plan, HSENI will:

- Ensure that 100% of its proposals for the making of health and safety regulations required to satisfy EU Directives will be submitted to the Department within six months of the corresponding regulations being made in Great Britain.

² 'Review of the Health and Safety Executive for Northern Ireland', Report by the Comptroller and Auditor General, 8 September 2010, a full copy of which is available at www.niauditoffice.gov.uk



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