

# Operating Plan

2010 - 2011



**hse<sup>ni</sup>**  
CONTROLLING RISK TOGETHER







## Corporate Plan 2008-2011

The Corporate Plan, which aligns with the NI Executive's Programme for Government, sets out the broad strategy that has been adopted to achieve HSENI's objectives. It describes the general policy framework in which HSENI is operating and sets out the key targets to be met within the three-year period of the plan, ending 31 March 2011. These key targets are reproduced in Annex 3.

In working towards its five key objectives over the three-year period of the Corporate Plan, HSENI will focus on the following priority issues, which are responsible for a disproportionately high number of cases of ill health and injury:

- manual handling and repetitive work;
- work-related stress;
- exposure to asbestos fibres;
- falls from height;
- transport in the workplace;
- slips and trips.

In addition to the above priority issues, HSENI will also focus attention on the high risk work sectors of construction, quarrying and agriculture.

## Operating Plan 2010-2011

This Operating Plan follows directly from the Corporate Plan. It sets out the broad detail of HSENI's targets and the resources available for 2010-2011, the third 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 assist staff to 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

**Peter McKie CBE**  
Chairman

## Objective - Service Delivery



4

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

Key Areas	Targets
Quality of Service	<ul style="list-style-type: none"> <li>■ Continue to operate a quality management scheme and maintain UKAS Accreditation for HSENI's scientific services by 31 March 2011.</li> <li>■ Monitor service delivery targets to ensure that the standards set out in HSENI's Customer Care Charter are being met by 31 December 2010.</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>■ Building on the closer working relationship between HSENI and District Councils, publish a joint ten-year strategy for health and safety in Northern Ireland by 31 December 2010.</li> <li>■ During 2010/11, all case files will be presented to the Public Prosecution Service for Northern Ireland (PPSNI) in accordance with the quality standards agreed between HSENI and the PPSNI.</li> <li>■ 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 and major hazards during 2010/11.</li> <li>■ To explore the feasibility of creating a geographical information system based on a digital database for the consultation zones around major hazard sites, high pressure natural gas transmission pipelines and quarries in order to enhance HSENI's ability to provide accurate land use planning advice by 31 March 2011.</li> </ul>
Access to information	<ul style="list-style-type: none"> <li>■ Publish minutes of all HSENI Board and Senior Management Team meetings held during 2010/11 on HSENI's website.</li> <li>■ Publish an Annual Report and Statement of Accounts for 2009/10 by 30 September 2010.</li> <li>■ Publish information on HSENI's website relating to enforcement notices served and prosecutions taken on HSENI's behalf during 2010/11.</li> </ul>





6

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

Key Areas	Targets
Priority issues and high risk work sectors	<ul style="list-style-type: none"> <li>■ Hold a series of targeted events in conjunction with partner organisations by 31 March 2011, including:               <ul style="list-style-type: none"> <li>• a health and safety conference for the quarry and quarry products sector;</li> <li>• three asbestos awareness seminars under the BuildHealth initiative; and</li> <li>• three seminars on work-related stress in conjunction with the Labour Relations Agency.</li> </ul> </li> <li>■ Deliver a campaign to increase public awareness of the new Gas Safe Register to at least 60% by 30 November 2010.</li> </ul>
Vulnerable groups	<ul style="list-style-type: none"> <li>■ Deliver a Safe Machinery Operation Competition aimed at young farmers at the Balmoral Show by 31 May 2010.</li> </ul>
Recognising excellence	<ul style="list-style-type: none"> <li>■ 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, by 31 March 2011.</li> <li>■ 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 31 October 2010.</li> </ul>
Working in partnership	<ul style="list-style-type: none"> <li>■ Deliver a premier health and safety conference for workplace health and safety practitioners in partnership with the Northern Ireland Safety Group, Institution of Occupational Safety and Health and other key partners by 30 April 2010.</li> <li>■ In conjunction with the Gas Safe Register, the Consumer Council, OFTEC and other key stakeholders, including the fuel supply industry, launch a campaign to advise the public on the risk of carbon monoxide poisoning by 30 November 2010.</li> </ul>





8

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

## Key Areas

## Targets

Priority issues and high risk work sectors

- Publish guidance for employers on the importance and benefits of investing in employee health by 31 December 2010.
- Pilot a workplace health awareness programme aimed at farmers by 31 December 2010.
- Develop sector specific guidance aimed at reducing the incidences of musculoskeletal disorders in the construction industry by 31 March 2011.
- To raise awareness through a targeted information campaign highlighting key messages to owners of commercial buildings with respect to asbestos registers by 31 March 2011.
- Continue to work with a range of public sector bodies in reducing sickness absence associated with work-related stress during 2010/11.

Vulnerable groups

- Develop guidance aimed at assisting contractors involved in small and medium sized construction projects, produce effective and appropriate health and safety documentation by 31 March 2011.
- Continue with the Be Aware Kids Child Safety on Farms campaign, including:
  - run a safety on farms poster competition aimed at primary school pupils in rural areas by 30 April 2010;
  - produce a calendar containing the key health and safety messages from the winning entries in the above competition by 31 October 2010.
- 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 2010/11.

Workplace health

- Under the SafeStart initiative, provide 4,000 school leavers entering employment with health and safety advice by 31 March 2011.

Small businesses

- Under the BuildHealth initiative, provide mentoring for five building contractors on the management of workplace health by 31 March 2011.
- Through its small business advisory service, Health and Safety Works NI (HSWNI), provide mentoring to 200 small businesses to assist them with their management of health and safety by 31 March 2011.



10

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

Key Areas	Targets
-----------	---------

Priority issues and high risk work sectors

- Seek compliance with relevant standards relating to controlling the risks associated with the priority issues during all inspection and investigation activities where appropriate.
- Undertake inspection initiatives focussing on particular health and safety risks in the following areas:
  - electrical safety on construction sites;
  - open farms;
  - waste and recycling premises;
  - transport safety in the road haulage industry;
  - use of chemicals in motor vehicle repair workshops;
  - the use of explosives at quarries; and
  - asbestos removal operations.

Vulnerable groups

- Pay particular regard to 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, during all inspection and investigation activities where appropriate.

Inspection (including Investigation)

- 4,300 inspections will be conducted across all work sectors.
- RIDDOR incidents will be selected for investigation using HSENI's Incident Selection Procedure.
- All complaints about workplace health and safety standards will be investigated.
- All fatal incidents will be investigated.

Compliance

- 75% of employers inspected and found to have an unsatisfactory level of compliance will have demonstrated a satisfactory improvement when re-inspected.

Enforcement

- All employers found to have an unsatisfactory level of compliance when re-inspected will be considered for enforcement action in accordance with HSENI's Enforcement Guidelines.



NOTE: The target date for all of the above is 31 March 2011.



12

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

Key Areas	Targets
-----------	---------

Consultative and discussion documents

- Publish consultative documents in relation to proposals for health and safety regulations and Approved Codes of Practice in areas, including:
  - tower cranes; and
  - pipeline safety.

Health and safety regulations

- Develop health and safety regulations to cover a variety of topics, including:
  - biocidal products; and
  - artificial optical radiation.

Approved Codes of Practice and guidance

- Adopt Approved Codes of Practice and guidance developed by the Health and safety Executive in Great Britain for use in Northern Ireland where appropriate.

NOTE: The target date for all of the above is 31 March 2011.

# Other Corporate Targets

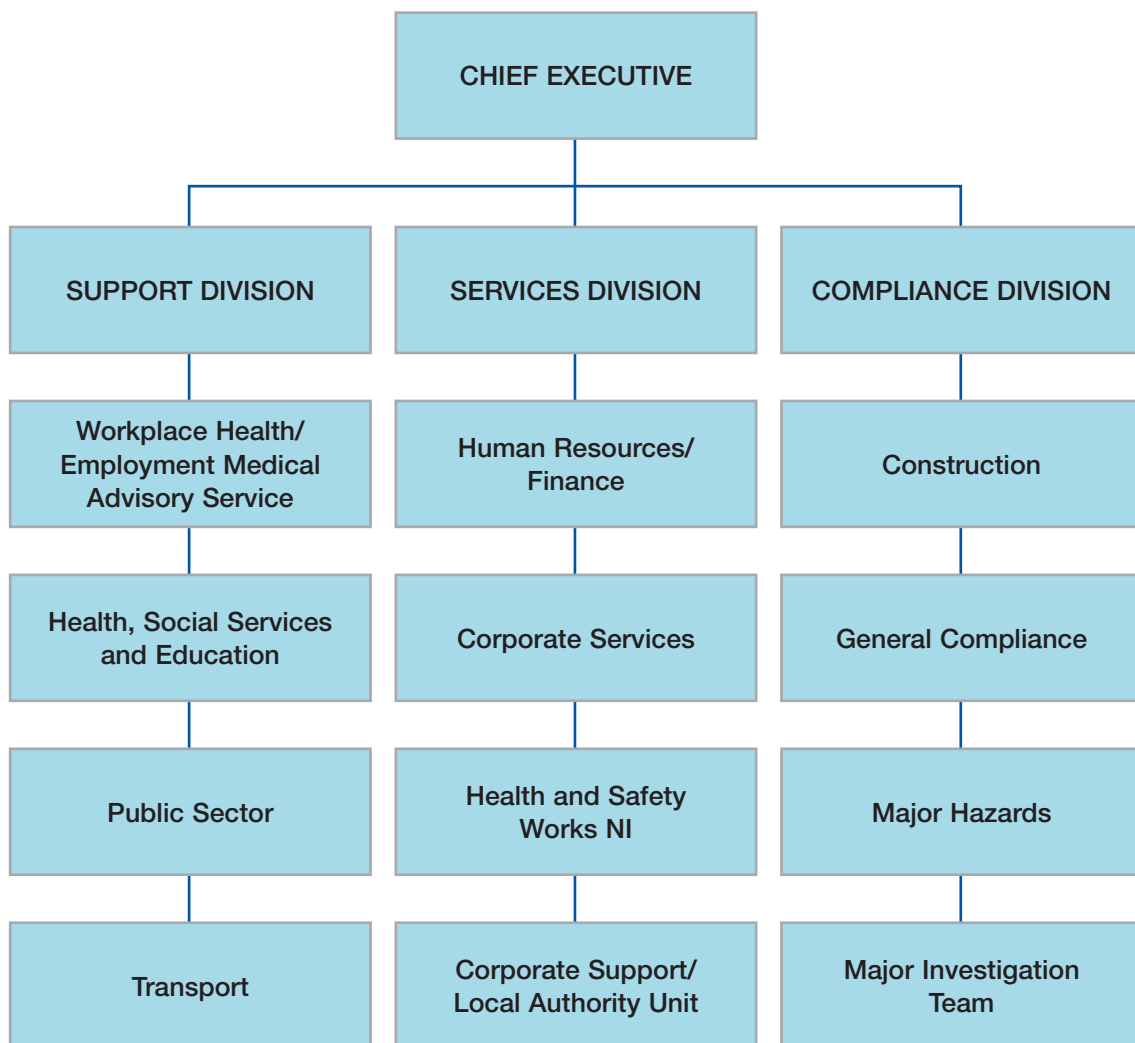
14



Key Areas	Targets
Health, safety and welfare	<ul style="list-style-type: none"> <li>■ During 2010/11, through the leadership of the HSENI Senior Management Team, maintain and develop a health, safety and welfare culture that minimises the risk of incident, illness or injury.</li> </ul>
Policy development	<ul style="list-style-type: none"> <li>■ Develop and publish HSENI's fifth Corporate Plan, covering the period 2011 to 2014, by 31 March 2011.</li> <li>■ To publish the results of a public consultation on HSENI's combined Equality Impact Assessments by 30 September 2010.</li> </ul>
Human resources	<ul style="list-style-type: none"> <li>■ Review the findings of HSENI's element of the 2009 NICS staff survey and identify areas for improvement and actions by 30 June 2010.</li> <li>■ To develop a HSENI Learning and Development Policy Statement by 31 May 2010.</li> </ul>
Corporate Governance and Risk Management	<ul style="list-style-type: none"> <li>■ Support the quarterly meetings of HSENI's Audit and Risk Management Committee during 2010/11, in its task of seeking assurances on the corporate governance and risk management processes and procedures within HSENI.</li> <li>■ Undertake a desk-top test of HSENI's Business Continuity Plan by 31 March 2011.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>■ Prepare, finalise and lay before the Assembly HSENI's Statement of Accounts for 2009/10 before the summer recess for 2010.</li> </ul>



# Annex 1: Organisation Chart









## Service Delivery

During the period of this Plan, HSENI will:

- undertake a customer satisfaction survey;
- hold HSENI Board meetings at various locations throughout Northern Ireland;
- post Board minutes on HSENI website;
- publish Corporate and Operating Plans, Annual Reports and Audited Accounts;
- operate in accordance with the principles set out in the HSENI Enforcement Guidelines;
- deliver on the commitments given in the HSENI Customer Care Charter;
- abide by the obligations given in the HSENI Publication Scheme; and
- explore how health and safety services can be improved through closer cooperation with District Councils in areas of mutual interest and reviewing existing demarcations under the Enforcing Authority Regulations.

## Promotion

During the period of this Plan:

- representatives of 1,700 companies, employing organisations and trade unions will participate in HSENI promotional events;
- 70% of companies or employing organisations will have made improvements to their workplace health and safety standards as a result of participating in HSENI promotional events;

- 30% of those attending HSENI promotional events will be new delegates; and
- HSENI will organise and deliver nine Health and Safety Awareness Days to address the health and safety needs of particular work sectors.

## Information

During the period of this Plan:

- HSENI will distribute, both proactively and reactively, in excess of 100,000 items of published information/advisory material (leaflets, booklets etc) to employers, employees and members of the public, both directly and through intermediaries. This will include electronically published materials via downloads from its website and through the issue of Info4U CD ROMs;
- 50% of all requests from employers for published information and advice from HSENI's information and advisory services will result in improvements to workplace health and safety standards;
- HSENI will, through its small business advisory service, Health and Safety Works NI (HSWNI), provide mentoring to 600 small businesses to assist them with their management of health and safety; and
- HSENI will provide 8,000 school leavers entering employment with health and safety advice during 2009/10 and 2010/11, thus reducing the likelihood of work-related injuries within this vulnerable group.

## Inspection

During the period of this Plan:

- 15,000 inspections will be conducted across all work sectors for which HSENI is responsible; and
- 75% of employers inspected and found to have an unsatisfactory level of compliance will have demonstrated a satisfactory improvement when re-inspected;
- all employers found to have an unsatisfactory level of compliance when re-inspected, will be considered for enforcement action in accordance with HSENI's Enforcement Guidelines; and
- an additional 2,000 inspections of substandard and unsafe gas installations will be carried out primarily in response to complaints from the public or reports from the Council for Registered Gas Installers.

## Regulation

During the period of this Plan, 100% of 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.









HEALTH AND SAFETY EXECUTIVE FOR NORTHERN IRELAND  
83 Ladas Drive, Belfast BT6 9FR, Northern Ireland

Telephone: (028) 9024 3249  
Helpline: 0800 0320 121  
Textphone: (028) 9054 6896  
Facsimile: (028) 9023 5383  
Email: [hseini@detini.gov.uk](mailto:hseini@detini.gov.uk)  
Web: [www.hseini.gov.uk](http://www.hseini.gov.uk)

A large type version of this text is available on request from HSENI.  
The text of this document is also available on the HSENI website: [www.hseini.gov.uk](http://www.hseini.gov.uk)

ISBN: 978-1-906452-12-4



9 781906 452124 >