



HSE NI

OPERATING PLAN

2015 – 2016

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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 is being extended to 2016 in line with the approach taken by all other NI Departments.

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.

Goals

Under the strategy our goals are:

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 five-year period of the plan, ending 31 March 2015. In line with other NI Departments HSENI's Corporate Plan will be extended by one year to fit with the one year budget agreed for 2015/16. HSENI has also already commenced work on development of a 2016-2020 Corporate Plan and this ongoing work is reflected in this Operating Plan.

In working towards its five key objectives over the five-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.

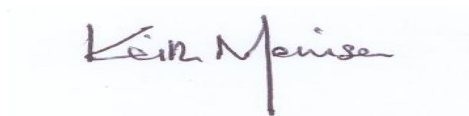
Operating Plan 2015 - 2016

This Operating Plan follows directly from HSENI's Corporate Plan for 2011-15, which is being extended to also cover 2016. It sets out the broad detail of HSENI's targets and the resources available for 2015-2016. Progress towards these targets will be closely monitored. Given the fact that there have been 100 work-related fatalities on Northern Ireland farms over the last fifteen years, HSENI continues to focus much of its efforts on farm safety and this is reflected in a range of associated targets embedded in this year's plan. Other challenging sectors include construction, waste and recycling and extractive industries.

The Operating Plan focuses on the five key objectives listed on Page 2 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.

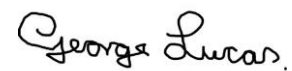
The 2015-16 Operating Plan is set against the very challenging backdrop of a significant reduction in available financial resources across NI Departments. For 2015/16 this has resulted in a c.11% reduction in HSENI's overall budget compared to 2014/15. This reduction will have an impact on HSENI's staffing, with about 10% of HSENI's staff expected

to leave through a Voluntary Exit Scheme in 2015/16. Budget reductions will also require a significant reduction in HSENI's other running costs and will significantly reduce the available programme funds to support all of HSENI's objectives. HSENI will do all it can to ensure that front line services are maintained and priority health and safety areas are addressed but the 2015/16 Operating Plan, by necessity, reflects a reduced number of outputs for the year compared to previous years.

A handwritten signature in black ink that reads "Keith Morrison". The signature is written in a cursive style with a prominent vertical line at the end of the name.

KEITH MORRISON

Chief Executive

A handwritten signature in black ink that reads "George Lucas". The signature is written in a cursive style with a prominent vertical line at the end of the name.

GEORGE LUCAS

Chairman

Objective – Service Delivery

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.

Estimated Administration Budget: £360,811

Estimated Programme Budget: £106,450

Key Areas	Targets
Quality of service	<ul style="list-style-type: none"> ❑ Continue to operate a quality management scheme and maintain UKAS Accreditation for HSENI's scientific services by 31 March 2016. ❑ Monitor service delivery targets to ensure that the standards set out in HSENI's Customer Care Charter are being met by 31 December 2015.
Efficiency	<ul style="list-style-type: none"> ❑ To work in partnership with the District Councils in delivering joint working activity on priority topics and projects covering 'new on the job'. ❑ During 2015/16, all case files will be presented to the Public Prosecution Service for Northern Ireland (PPSNI) in accordance with the Service Level Agreement in place. ❑ Through a range of Cross Border Working Groups, involving representatives from both HSENI and the Republic of Ireland's Health and Safety Authority, facilitate the sharing of information and best practice in areas such as construction, agriculture, extractive industries and major hazards during 2015/16. ❑ HSENI will work in partnership with the NI Environment Agency to review and comment on 4 submitted safety reports for Top Tier COMAH sites by 31st March 2016
Access to information	<ul style="list-style-type: none"> ❑ Publish minutes of all HSENI Board and Senior Management Team meetings held during 2015/16 on HSENI's website. ❑ Publish an Annual Report and Statement of Accounts for 2014/15 by 30 September 2015. ❑ Publish information on HSENI's website relating to enforcement notices served and prosecutions taken on HSENI's behalf during 2015/16.

Objective – Promotion

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.

Estimated Administration Budget: £786,407

Estimated Programme Budget: £166,200

Key Areas	Targets
Priority issues	<ul style="list-style-type: none"> ❑ The delivery of a multi-media Farm Safety campaign in line with the Farm Safety Partnership's Action Plan 2014-2017 ❑ Hold a series of targeted events in conjunction with partner organisations by 31 March 2016, including: <ul style="list-style-type: none"> • a seminar for the licensed asbestos industry • three seminars to employers on management standards; and • three meetings of the Waste Industry Safety and Health (WISHNI) forum ❑ To deliver the objectives set out in the Farm Safety Partnership Action Plan (identified for HSENI) by March 2016.
Vulnerable groups	<ul style="list-style-type: none"> ❑ To exhibit at the CAFRE campuses to raise awareness and provide health and safety information to students by December 2015.
Small businesses	<ul style="list-style-type: none"> ❑ Through its small business advisory service, Health and Safety Works NI (HSWNI), will deliver 6 health and safety seminars/workshops for small businesses in partnership with other organisations by 31 March 2016 ❑ Run two seminars for smaller builders

Objective - Information

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.

Estimated Administration Budget: £721,923

Estimated Programme Budget: £86,440

Key Areas	Targets
Priority issues	<ul style="list-style-type: none"> ❑ To update the Health and Safety Works NI website with <i>roof work</i> and <i>new workers</i> information by June 2015 ❑ Distribute 6,000 copies, including downloads, of HSENI's "Be safe when you start" booklet to young people and students entering the world of work for the first time by 31 March 2016. ❑ Deliver 10 presentations to students and apprentices to raise awareness of asbestos in their industry. ❑ Deliver farm safety presentations to children in 80 rural primary schools on the health and safety issues around helping, working or playing on farms by 31 March 2016.
Vulnerable groups	<ul style="list-style-type: none"> ❑ To design and print a child safety on farms calendar for 2016 and distribute by 31 December 2015
Small businesses	<ul style="list-style-type: none"> ❑ Through its small business advisory service, Health and Safety Works NI, to provide mentoring to 200 premises on health and safety issues specific to the business needs and priority areas, including 'new to the job' risks where appropriate.

Objective - Inspection

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.

Estimated Administration Budget: £2,668,245

Estimated Programme Budget: £143,250

Key Areas	Targets
Priority issues	<ul style="list-style-type: none"> ❑ Undertake inspection initiatives focusing on particular health and safety risks in particular areas, including: <ul style="list-style-type: none"> • key risks in the agricultural sector; • top tier and lower tier Major Hazard sites, to include key priority areas of musculoskeletal disorders and workplace health; • work-related health issues in the manufacturing sector; • the management of legionella prevention in premises with high-risk water and water cooling systems; • commercial and council waste handling facilities; • asbestos removal operations; and • contributing to a joint HSENI/District Council 'new to the job' project.
Vulnerable groups	<ul style="list-style-type: none"> ❑ Ensure that the health and safety needs of vulnerable workers such as those having a disability, young workers (including school leavers entering the workplace for the first time), older persons and migrant workers, are addressed during all inspection and investigation activities where appropriate.
Inspection (including Investigation)	<ul style="list-style-type: none"> ❑ Undertake at least 5000 inspections across all work sectors for which HSENI is responsible, aimed at improving levels of compliance with health and safety standards. ❑ All complaints about workplace health and safety standards will be investigated in accordance with HSENI's published procedure. ❑ All fatal incidents will be investigated.
Compliance/ Enforcement	<ul style="list-style-type: none"> ❑ All employers found to have an unsatisfactory level of compliance will be considered for enforcement action in accordance with HSENI's Enforcement Guidelines. <p>NOTE: The target date for all of the above is 31 March 2016.</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 goals:

- Goal 2 Sensible risk management;
- Goal 3 Focus on key workplace health issues;
- Goal 7 Working with other regulators;
- Goal 8 The wider perspective.

Estimated Administration Budget: £327,190

Estimated Programme Budget: Nil

Key Areas	Targets
Consultative and Discussion Documents	<ul style="list-style-type: none"> ❑ Publish timely Consultative Documents in relation to proposals for health and safety regulations and Approved Codes of Practice in numerous areas. ❑ Ensure that 100% of proposals for the making of health and safety regulations required to satisfy EU Directives will be submitted to the Department within the time limits imposed by the originators of the requests
Health and safety legislation	<ul style="list-style-type: none"> ❑ Develop timely health and safety regulations to cover numerous topics
Approved Codes of Practice and Guidance	<ul style="list-style-type: none"> ❑ Develop and submit Codes of Practice for consent by the Department and approval by HSENI providing guidance and advice on numerous areas

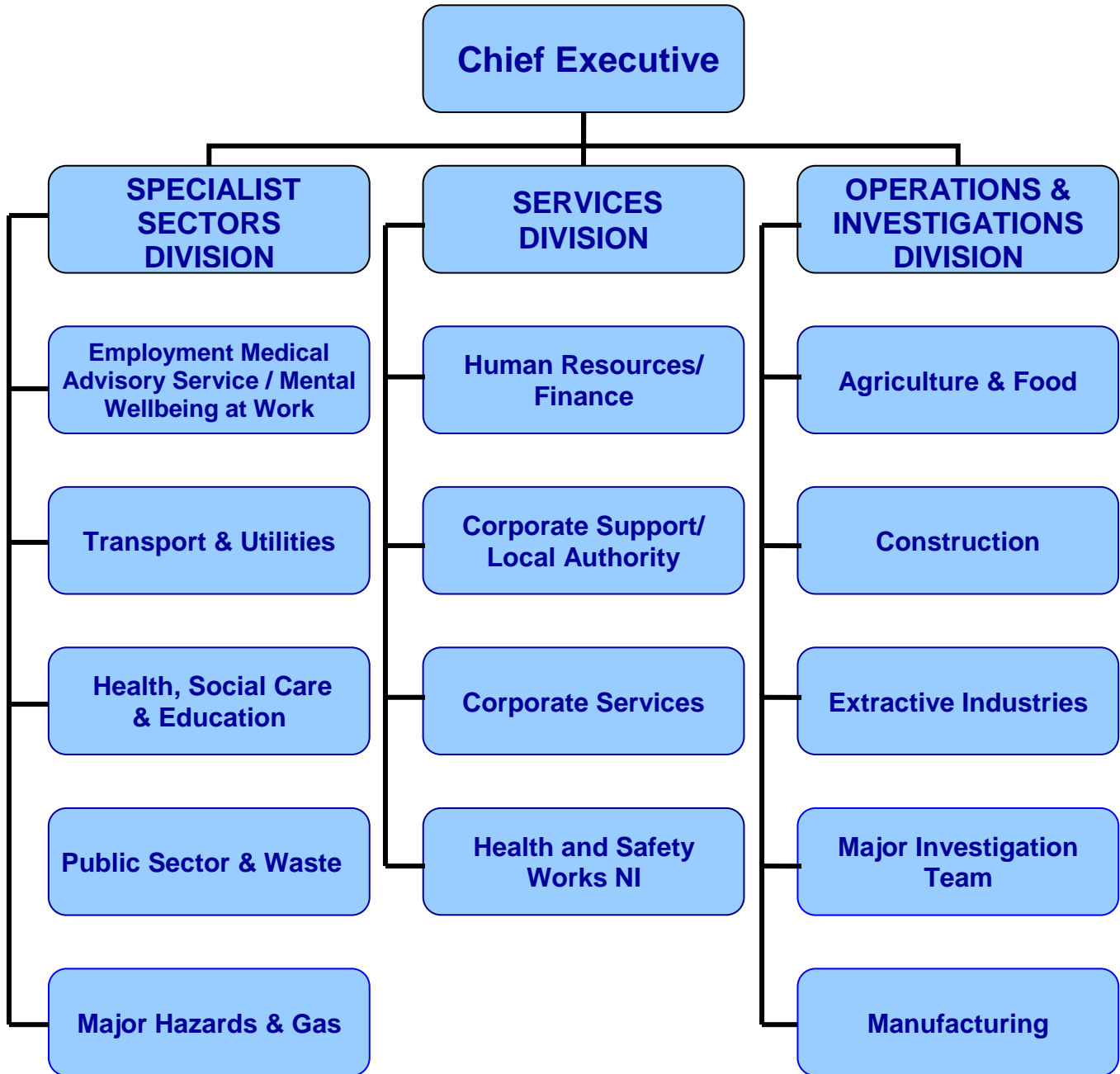
Other Corporate Targets

Estimated Administration Budget: £586,424

Estimated Programme Budget: £24,650

Key Areas	Targets
Health, safety and welfare	<ul style="list-style-type: none"> ❑ During 2015/16, quarterly health, safety and welfare inspections to be carried out by Premises Officer and NIPSA Trade Union Safety representative and reports made available to staff
Policy development	<ul style="list-style-type: none"> ❑ Submit an Annual Report to the Equality Commission on the implementation of HSENI's actions under equality and disability duties by 31 August 2015 ❑ Draft a new Corporate Plan covering the period 2016-2020
Human resources	<ul style="list-style-type: none"> ❑ Oversee the implementation of the 2015 Staff Attitude Survey by 31 December 2015 ❑ Develop HSENI's Learning and Development Plan for 2015/16 by 31 October 2015.
Corporate governance and risk management	<ul style="list-style-type: none"> ❑ Support the quarterly meetings of HSENI's Audit and Risk Management Committee during 2015/16, in its task of seeking assurances on the corporate governance and risk management processes and procedures within HSENI. ❑ Undertake a desk-top exercise by 31 March 2016, in light of proposed changes in accommodation, to refresh staff's understanding of their roles and actions required as part of HSENI's Business Continuity Plan
Financial	<ul style="list-style-type: none"> ❑ Prepare, finalise and lay before the Assembly, HSENI's Statement of Accounts for 2014/15 before the summer recess for 2015.

Annex 1: Organisation Chart at 1 April 2015



Annex 2: Resources and Risks

HSENI currently has a staff complement of 131, of whom approximately 80% are engaged in frontline service delivery. HSENI is sponsored by the Department of Enterprise, Trade and Investment. In 2015/16 its financing will be approximately £5.978m. This will cover administration costs of approximately £5.451m for staff salaries and wages and running costs, and programme costs of approximately £527k for expenditure on items such as promotional activities and the provision of an information and advisory service.

HSENI's 2015/16 budget has been reduced by c.11% overall compared to the 2014/15 budget. 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.

HSENI maintains a corporate risk register that identifies the significant risks faced by the organisation which, if realised, may impact negatively on one or more of its key objectives being satisfactorily met. This risk register is reviewed by HSENI's Senior Management Team and the Board's Audit and Risk Management Committee (ARMC) on a quarterly basis to ensure that there are adequate controls in place or to identify additional actions deemed necessary to manage the risks to an acceptable level commensurate with the agreed risk appetite. The risk register is also considered at Board meetings as part of the regular ARMC report to Board members.