

CORPORATE PLAN 2018 – 2023



Health and Safety Executive for Northern Ireland (HSENI)

HSENI is a Non Departmental Public Body with Crown Status under the remit of the Department for the Economy. Since our establishment in 1999 we have focused on helping ensure that everyone stays safe and well at work. We work with many others who have a crucial part to play in protecting workers - employers, unions, trade associations, professional bodies, health and safety professionals and advocates and others.

We have built up a proud tradition of professionalism and trust with all work sectors in Northern Ireland through the many facets of our work.

Responsibilities

HSENI is the regulatory body for health and safety in a range of work situations including manufacturing; schools and universities; chemical plants; hospitals and nursing homes; construction; disciplined services; transport; district councils; gas supply and distribution; government departments; agriculture; fairgrounds; mines and quarries.

As a regulator a significant proportion of our resources are directed towards ensuring compliance with the relevant statutory provisions. This is achieved through a combination of workplace inspection and investigation activities, which are underpinned by Inspectors' extensive enforcement powers.

HSENI also plays an important role in educating, informing, communicating with and supporting business to comply with, and improve, standards of health and safety at work in Northern Ireland.

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Foreword



**Welcome to our
new Corporate
Plan covering
the period
2018 to 2023.**

HSENI has primary responsibility under the Health and Safety at Work (Northern Ireland) Order 1978 for the regulation of health and safety at work in Northern Ireland and HSENI sets, and secures compliance with, necessary health and safety standards.

Improving health and safety standards is about all of us working together – HSENI, employers, employees and other partners. We very much see this as a shared Corporate Plan and shared targets for industry and HSENI to aspire to.

Northern Ireland has a health and safety record we can all be proud of. It is our clear aim in this Plan to maintain and build on this success.

For a number of years we have increased our activity and focus on health issues. Given the potential short and long term costs to workers and to our economy from ill-health at work, this Corporate Plan represents a step change in activity in this important area which is devastating many lives and costing the Northern Ireland economy over £238m every year.

Over the period of the previous Corporate Plan we have seen a downward trend in safety related fatalities and serious injuries in our high risk sectors such as agriculture and construction accompanied by a greater awareness of safety in those sectors. But there remains much to be done and there are some pockets of industries where basic health and safety standards need to improve significantly. Our focus going forward will be on the causes of the most serious injuries and by doing this we hope to prevent the most serious injuries and fatalities from occurring. This Plan sets out the main challenges and priorities for the sectors within HSENI's remit.

Foreword (continued)



Improving health and safety standards is about all of us working together

We strongly believe that managing health and safety well has many positive business benefits and over the course of this Plan we intend to support businesses in improving health and safety standards and outcomes.

Over the past few years HSENI has been subject to budget constraints, and we expect this to continue to be the case over the lifetime of this new Plan. This means we cannot do everything and we must therefore focus on the things we must do.

These will be the issues within our statutory remit, the most serious health and safety issues and our high risk industries. We will keep under regular review the evidence and statistics which inform our judgements in determining our priority areas of work.

To continue to be effective in this environment we must maximise the use of the financial and staff resources available to us and ensure quality and value in all we do. We will continue to maintain and build strategic alliances with our partners, including the public, private and voluntary sectors, business and industry bodies, safety professionals, trade unions and other stakeholders to help us improve on health and safety outcomes.

Whatever your sector or role we hope you will help deliver on the targets in this Corporate Plan and in doing so keep Northern Ireland at the forefront of health and safety management.

Thank you

Derek Martin
Chairman

Keith Morrison
Chief Executive

Mission

From 2018 - 2023 HSENI's mission will be:

Working with others, to reduce work-related serious ⁽¹⁾injury and ill health in Northern Ireland.

This mission will focus on:

- preventing the most serious workplace health and safety issues;
- high risk industries and activities;
- sensible and proportionate risk management;
- effective regulation; and
- supporting businesses and the economy.

Values

HSENI has a set of agreed and shared values that spell out how we regard and treat our staff and how we want to be seen by stakeholders.

The values reflect both collective and individual responsibilities and are aimed at creating a workplace that fosters the worth of the individual and the health, safety and well-being of all.

Integrity	is our conerstone and will be evident through our honesty, objectivity and impartiality
Motivating People	ourselves and others to make a difference who are professional and passionate about what we do
Accountability	for our own actions and holding others to account
Commitment	to improve, to innovate and to achieve results
Teamwork	building trust, encouraging and valuing equality, diversity, opinion and contribution with our staff and our stakeholders

(1) See Annex 2 for definition

Organisational and People Development

Central to the delivery of our critical work is our 115 staff.

Some 80% of the staff are engaged in frontline service delivery, where they interact directly with employers, employees or members of the public.

All staff, including field staff and those who provide all aspects of administrative support to the organisation carry out our work with a clear purpose of protecting people at work. We are indebted to our staff for their commitment and dedication to our vital work.

Throughout this Corporate Plan period, we will deliver our services in a professional way to ensure that people and organisations continue to trust, value and use our expertise. Our greatest value has and will always be delivered through our highly committed and competent staff team. We will ensure all our staff are properly trained and equipped to ensure that the highest possible quality of service is maintained across all areas of our work.

We will continue to develop staff in line with the delivery of HSENI's outcomes. We will work to maintain good industrial relations and liaise regularly with Trade Union representatives. We will continue to embrace diversity and ensure fairness and equality in the operation of all our policies.



Strategy

HSENI is committed to improving health and safety standards across all work sectors in Northern Ireland.

We have identified three main overlapping themes on which we will focus our work during this corporate planning period:

- Firstly safety, an area in which we have seen tremendous advances since the formation of HSENI but where we know that a number of employers in different work sectors continue to fall short of required standards.
- Secondly, workplace ill health which is estimated to be costing the Northern Ireland Economy over £238 million per year brings significant individual suffering and the benefits to managing it properly are enormous.
- Thirdly, we will focus on those work activities that pose the highest risk and the causes of serious and fatal accidents.

The underpinning approach to our strategy is collaboration and partnership. We will continue to use the traditional model of workplace visits by our inspectors as we know these visits are effective in stopping dangerous activities and bringing about improvements. For many years we have used our website, our Communications Teams, talks, seminars etc. to bring our key messages to wider audiences and this will continue to be a vital aspect of our work in the future. More than ever we will partner with other regulators and stakeholders to raise awareness and drive improvements in both safety and health across all sectors. We will provide, encourage and support leadership in safety and health in Northern Ireland in order to deliver success. Finally we will deploy the necessary enforcement options open to us where the circumstances require it.

The value of our efforts is that people at work are protected from injury and ill health. Through our work to help business, organisations will be better placed to safeguard their employees and will improve as a result of our work.

Outcomes

Over the lifetime of this Corporate Plan, HSENI, working with others, plans to achieve the three key outcomes listed below.

1. Reduce Serious and Fatal Accidents by 10% to no more than 50 per annum on average.
2. Reduce Major Accidents⁽¹⁾ by 10% to no more than 350 per annum on average.
3. Reduce Over 3 Day Accidents⁽¹⁾ by 5% to no more than 1700 per annum on average.

We will measure the success of our strategy through three metrics: a reduction of RIDDOR⁽²⁾ Reportable Over 3 Day accidents; a reduction in RIDDOR Reportable Major accidents; and a reduction in the number of Serious accidents.

These three outcomes are challenging targets and are in large part dependent on the health and safety performance of other parties, such as the 124,000 businesses in NI and the public sector. This underscores the fact that this Corporate Plan represents a shared vision between HSENI, NI employers and employees.

The trends graphs on the following pages show the progress which has been made in these key areas since 2001. The Serious and Fatal category has seen a decline from a height in 2006/07. The rise in this category experienced in 2014/15 underscores the challenge in reducing this figure.

Significant progress has been made in reducing the numbers of both Major and Over 3 day Accidents between 2001 and 2012/13 but in the period following the reduction has been slower.

Note: Comparing NI statistics with GB, ROI, EU and Rest of the World is not straightforward, mainly because of the profile of the NI work sectors. For example, NI has a higher percentage of the workforce employed in sectors such as agriculture which are known to be sectors which carry higher risks. (4.3% in NI compared to GB). This is also the case for occupational health statistics where NI continues to build its evidence base. Comparisons on accident and ill health rates can therefore be misleading or of limited value. However, where it is possible to benchmark NI performance against others, for example in relation to Fatal Injuries Incidence Rates per 100,000 employees, HSENI will continue to do so.

(1) See Annex 2 for definition

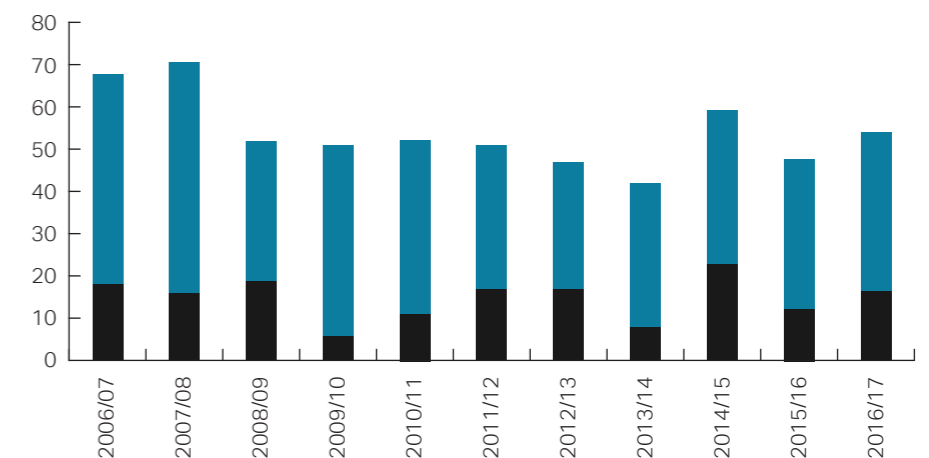
(2) The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (Northern Ireland) 1997

Statistical Trends

Serious and Fatal Accidents

Since 2006 approximately 9% of Major Accidents result in serious injuries and 3% result in fatalities. On average we see 54 serious and fatal accidents per year. We aim to reduce this total by 10% to no more than 50 per annum on average.

Serious and Fatal Accident Trend



Serious Accident

Fatal Accident

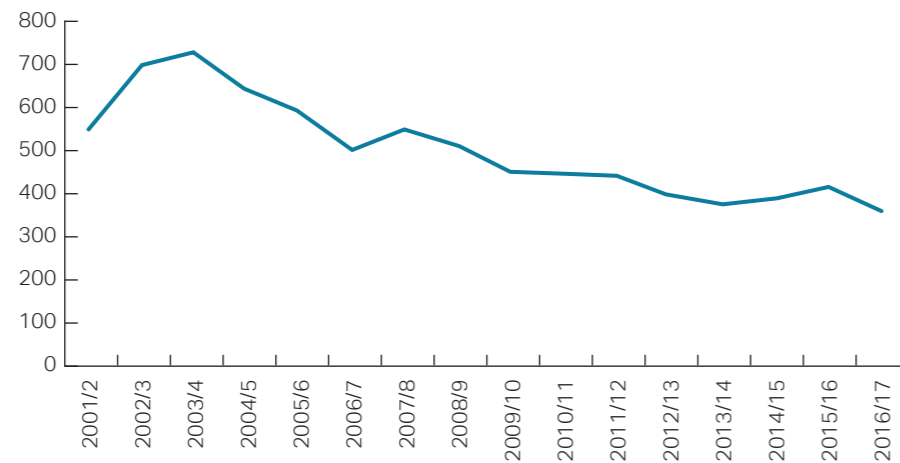
Year	Serious	Fatal
2006 - 2007	50	18
2007 - 2008	55	16
2008 - 2009	33	19
2009 - 2010	45	6
2010 - 2011	41	11
2011 - 2012	34	17
2012 - 2013	30	17
2013 - 2014	34	8
2014 - 2015	36	23
2015 - 2016	36	12
2016 - 2017	36	16

Statistical Trends (continued)

Major Accidents

Since 2001 we have averaged 500 Major Accidents per annum. There was a steep drop in the number between 2003/4 and 2009/10. In the period following the decrease has been slower and over the course of our last Corporate Plan the annual average was 393. We aim to reduce this total by 10% to no more than 350 per annum on average.

Major Accident Trend



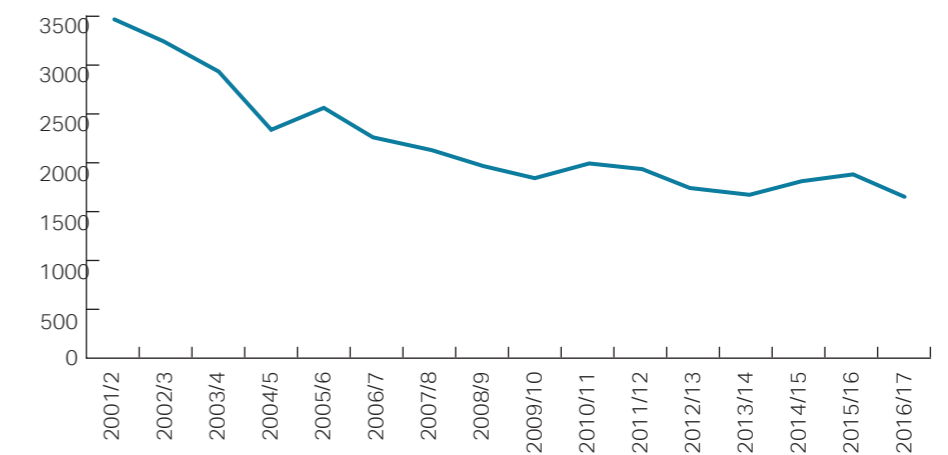
Major Accidents

Year	Major Accidents
2001 - 2002	545
2002 - 2003	700
2003 - 2004	728
2004 - 2005	640
2005 - 2006	588
2006 - 2007	502
2007 - 2008	544
2008 - 2009	510
2009 - 2010	447
2010 - 2011	444
2011 - 2012	438
2012 - 2013	391
2013 - 2014	373
2014 - 2015	386
2015 - 2016	411
2016 - 2017	357

Over 3 Day Accidents

Since 2001 we have averaged 2223 Over 3 Day Accidents per annum. There was a steady decline between 2001/2 and 2012/13 and since that the decline has slowed. Over the course of our last Corporate Plan the annual average was 1791. We aim to reduce this total by 5% to no more than 1700 per annum on average.

Over 3 Day Accident Trend



Over 3 Day Accidents

Year	Major Accidents
2001 - 2002	3470
2002 - 2003	3242
2003 - 2004	2943
2004 - 2005	2359
2005 - 2006	2572
2006 - 2007	2266
2007 - 2008	2142
2008 - 2009	1983
2009 - 2010	1852
2010 - 2011	1994
2011 - 2012	1942
2012 - 2013	1725
2013 - 2014	1677
2014 - 2015	1819
2015 - 2016	1902
2016 - 2017	1680

Outputs

In seeking to achieve these outcomes we will utilise the following outputs:

- 1) Undertake at least 25,000 inspections and advisory visits across all work sectors for which HSENI is responsible, aimed at improving levels of compliance with health and safety standards.
- 2) Raise workplace health as a priority issue during all inspections in sectors where known health risks exist.
- 3) Run or participate in up to 6 high priority local events per annum to highlight health and safety in high risk sectors.
- 4) Provide 800 advisory contacts / promotional events etc. over the lifetime of the Corporate Plan to increase awareness of workplace safety, health and mental well-being at work.
- 5) Develop a website-based information resource which gives essential workplace safety, workplace health and mental health at work information for businesses.
- 6) Maintain an up-to-date regulatory framework, including the outworking of the UK's exit from the EU, which affords appropriate protections and conditions to workers, while also supporting businesses in terms of streamlining the requirements placed on them.
- 7) Meet the targets set out in its Customer Care Charter, notwithstanding any reductions to its budget over the lifetime of this Plan.
- 8) Comply with relevant HM Treasury and DoF guidance on financial and risk management.
- 9) Ensure the highest possible level of Corporate Governance within the organisation.

Operating Environment

A significant amount of what HSENI hopes to take forward during the lifetime of this plan will inevitably be shaped and influenced by the changes that are taking place in the structure of the public sector and associated expenditure constraints.

Many of these changes, such as the implications of the United Kingdom's exit from the European Union, will be outside of HSENI's direct control but will still have the potential to impact on the way in which HSENI delivers its services. What defines this plan is the inherent flexibility built into it to allow HSENI to be responsive to maintaining core front line services when faced with the prospect of having to carry through further efficiency savings. Fundamentally, HSENI will inspect what needs to be inspected, determined largely by the level of risk posed. We will strongly advocate a proportionate approach to risk management in the realisation that a risk free society is both an unattainable and unrealistic demand.

We will strive to provide clear and concise information to allow businesses, especially small to medium sized businesses, to implement systems which will ensure the health and safety of their employees. This will contribute to the achievement of a number of Programme for Government outcomes by making it easier for businesses and companies to do well in Northern Ireland.

HSENI is funded by way of a grant-in-aid from its sponsor Department, the Department for the Economy (DfE). HSENI will continue to adhere to the Financial Memorandum of Understanding with the Department.

The organisation's grant-in-aid covers administration costs, such as staff salaries and wages and running costs, and expenditure on items such as promotional activities and the provision of information and advisory services. The resources available to HSENI will be kept under constant review and, when appropriate, bids for additional resources will be made to DfE where these are needed to ensure that HSENI is equipped to deal with emerging pressures and to provide for future organisational development.

HSENI will align its activities where possible, and will fully support, the Northern Ireland Executive's outcomes contained in the draft Programme for Government (PfG). HSENI's work throughout the period of the Corporate Plan will contribute to at least three of the outcomes in the draft PfG.

Operating Environment (continued)

HSENI will contribute to the DfE led outcomes, for example contributing to 'helping society to prosper through a strong, competitive, regionally balanced economy'. HSENI's work will also help support a 'safe community where people respect the law and each other' and through helping to ensure people 'enjoy long, healthy, active lives'.

Occupational Health

Recent research⁽³⁾ has indicated that workplace ill health is estimated to be costing the Northern Ireland Economy over £238 million per year. It is estimated⁽³⁾ that 395 people die each year in Northern Ireland due to work related disease. Other occupational ill health conditions may not prove fatal, but they have serious implications for that individual's health and quality of life. The work within this Corporate Plan will strategically focus on specific workplace health priorities. In particular HSENI will ensure that awareness is raised and appropriate enforcement action is taken, to ensure compliance in relation to three key occupational health priorities (OHPs):

- Occupational lung diseases;
- Occupational cancers; and
- Mental health at work and musculoskeletal disorders.

Serious Injuries and Ill-health

We will deploy our resources and a range of methods to promote and enforce good practice in those activities which are associated with serious and fatal injuries such as: brain injury; spinal cord injury; amputations; asphyxia and poisoning; total blindness; multiple fractures; occupational cancers (including asbestos related conditions); serious respiratory conditions (including COPD and occupational asthmas); and infections (e.g. Legionella, Hepatitis etc.).

Vulnerable Workers

Through inspection, investigation and advisory visits we will work for the protection of vulnerable groups in the workplace such as those having a disability, young workers, older persons and migrant workers. We will raise health and safety awareness among the most vulnerable groups through a number of promotional activities. We will also be mindful of gender specific issues which can arise in the workplace.

(3) Source: Workplace Health Leadership Group Northern Ireland Strategic Plan - August 2017-August 2022

Reported Concerns About Workplace Health and Safety

HSENI receives approximately 800 reports of concern about workplace health and safety each year. These range from the trivial, to matters which are outside our remit, right through to reports of very serious work practices. We will consider every complaint and we will deploy a range of responses depending on the seriousness of the issue. In some cases we will take no action: for example if it is something we have no responsibility for or the complaint hasn't given enough information for us to make an assessment on what is wrong, who is doing it, and what law applies. We will give priority and take appropriate action to complaints where we think the health and safety law is not being complied with and is likely to cause serious harm. Our response timeframes will depend on the seriousness of the issues.

HSENI's Approach to Enforcement

We will use a wide variety of methods to encourage and support business to manage health and safety risks in a sensible and proportionate way and secure compliance with the law. Our approach to enforcement will include: providing written information regarding breaches of law; requiring improvements in the way risks are managed; stopping certain activities where they create serious risks; and recommending and bringing, prosecutions where there has been a serious breach of law. We will abide by the following principles when conducting our enforcement activities:

- proportionality in how we apply the law and secure compliance;
- targeting our enforcement action;
- consistency in our approach;
- transparency about how we operate and what you can expect; and
- accountability for our actions.

Where breaches of the law or their outcomes are sufficiently serious we will investigate and, where necessary, recommend that a file be forwarded to the Public Prosecution Service for Northern Ireland where a decision will be made whether or not to prosecute.

Construction

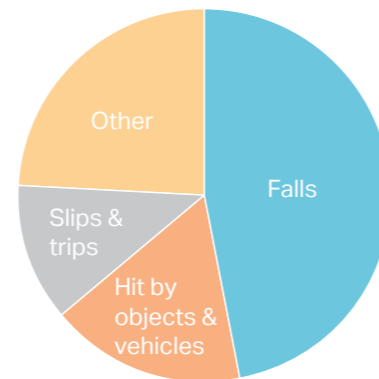


Background:
 Approximately 54,000 working in construction mostly self-employed
 A transient workforce
 Industry experiencing an upturn
 A blueprint to sensible planning and managing risks through CDM Regulations

Challenges:

- 7 of the 13 fatalities (54%) and 202 of the 477 major injuries (42%) involved falls from height⁽¹⁾
- 113 of the 477 major injuries (24%) involved being struck by objects or vehicles⁽¹⁾
- 76 of the 477 major injuries (16%) involved slips and trips⁽¹⁾
- Asbestos exposure is linked to an average of 100 deaths every year⁽²⁾
- Silica exposure is linked to 25 lung cancer deaths per year⁽²⁾

Fatalities and Major Accidents



Priorities:

We will educate, inform and appropriately enforce the following key issues:

- Work at height
- Vehicle - Pedestrian safety
- Slips, trips and falls
- Occupational lung disease and cancer
- Demolition
- Asbestos removal
- Embedding principles of CDM

(1) RIDDOR Statistics 2011-2017 - HSENI

(2) Source: Workplace Health Leadership Group - Strategic Plan - August 2017-August 2022

Asbestos



Background:
 Asbestos can be present in any building built or refurbished before the year 2000
 It can also be present in older plant and equipment
 Exposure to asbestos is preventable
 Breathing in asbestos fibres is known to be associated with serious diseases which can take a long time to develop
 Since 2009 in Northern Ireland there has been on average 63 deaths per year from either mesothelioma and / or asbestosis, both of which are directly related to asbestos exposure

Challenges:

- Non-identification of asbestos containing materials prior to work commencing
- Insufficient awareness and training of tradespeople about the dangers of asbestos
- Poor practice when working with asbestos which increases the likelihood of fibre release

Priorities:

We will educate, inform and appropriately enforce the following key issues:

- To fully implement the asbestos licensing regime
- To carry out inspections of licensed asbestos removal work to ensure safe standards are followed
- To educate and, where necessary, enforce the need for appropriate asbestos surveys to be in place
- To raise awareness among tradespersons of the dangers of working with asbestos

Agriculture



Background:
 24,500 farms - 88% are small or very small⁽¹⁾
 47,800 employed⁽²⁾ / 21,500 have other jobs
 60% of farmers are over 55 years old⁽²⁾
 Estimated to be 100 farm accidents requiring medical attention per month⁽³⁾

Challenges:

- 42 of the 49 fatalities (86%) result from four main activities (Animals / Falls / Equipment / Slurry)⁽⁴⁾
- 44 of the 72 major injuries (64%) result from four main activities (Animals / Falls / Equipment / Slurry)⁽⁴⁾
- Safety improvements are perceived as costly in terms of money and time
- Awareness of the risks is high but this is not always matched by a change in behaviour
- Stress resulting in poor mental well-being due to pressures such as finance, feeling isolated etc.

Priorities:

We will educate, inform and appropriately enforce the following key issues:

- Guarding of dangerous moving parts such as power take-off shafts
- Safe animal handling
- Work at height
- Vehicle maintenance
- Prohibit all unsafe Vehicle - Pedestrian interfaces
- Slurry safety
- Child safety on farms
- Mental well-being

(1) Source: The Agricultural Census in NI - June 2016

(2) Source: The Agricultural Census in NI - June 2017 carried out by the Department of Agriculture, Environment and Rural Affairs

(3) Farm Safety Action Plan April 2017-March 2020

(4) RIDDOR Statistics 2011-2017 - HSE NI

Manufacturing



Background:
 Almost 82,000 employed in the manufacturing industry⁽¹⁾
 Many different work activities
 Wide span of age profiles ranging from low skilled to highly skilled
 Sector ranges from micro businesses through to NI's largest employers

Challenges:

- 4 of the 12 fatalities (33%) involved inadequate machinery guarding⁽²⁾
- 132 of the 776 major injuries (17%) involved inadequate machinery guarding⁽²⁾
- 181 of the 776 major injuries (23%) involved slips, trips and falls⁽²⁾
- 1012 of the total 4292 injuries (24%) involved workers injured while lifting⁽²⁾
- Vehicle - Pedestrian⁽¹⁾ safety
- Health damaging agents such as dusts, fumes and oils etc.
- Maintenance activities
- New technologies (e.g. renewable energies / cyber safety) which are a challenge to traditional inspection model

Priorities:

We will educate, inform and appropriately enforce the following key issues:

- Guarding of dangerous moving parts
- Slip, trip and fall prevention strategies
- Principles of good handling
- Prohibit all unsafe Vehicle - Pedestrian interfaces
- Occupational cancers and lung diseases / Control of Substances Hazardous to Health (COSHH)
- Safe maintenance (assessment and methods)
- Engage with partners to ensure an appropriate regulatory approach with new technologies

(1) Source: <https://www.nisra.gov.uk/publications/labour-market-report-august-2017>

(2) RIDDOR Statistics 2011-2017 - HSE NI

Utilities



Background:
 Approximately 15,500 work in the sector⁽¹⁾
 Includes electricity generation (including new technologies), distribution and supply, domestic and commercial gas, liquefied petroleum gas, water, sewerage and telecommunications industries

Challenges:

- 7 of the 21 major injuries (33%) involved slips, trips and falls⁽¹⁾
- Dangerous substances / explosive atmospheres
- The maintenance, safe use, and installation of infrastructure
- Lifting and handling operations
- Falls from heights
- Working in confined spaces
- New and developing technologies in utilities and renewable energy industry

Priorities:

We will educate, inform and appropriately enforce the following key issues:

- Slips, trips and fall prevention strategies
- Proportionate enforcement of DSEAR Regulations
- Infrastructure, plant and fleet safety
- Principles of good lifting and handling operations
- Proper planning of work at height procedures
- Good confined space assessment and entry procedures
- Proactive engagement with renewable energy / utility sector to improve knowledge and ensure adequate health and safety standards
- Work with the Gas Safe Register to ensure the safety of members of the public being harmed by unsafe gas work

(1) RIDDOR Statistics 2011-2017 - HSENI

Docks



Background:
 Approximately 500 employees in the sector⁽¹⁾
 Four large ports and a number of smaller ports handling a wide mix of cargoes
 Operations often involve a number of different employers and duty holders

Challenges:

- The maintenance and safe use of large plant and equipment
- Lifting operations
- Confined spaces
- Vehicle - Pedestrian safety
- Falls from heights
- Health problems associated with dusty cargoes

Priorities:

We will educate, inform and appropriately enforce the following key issues:

- Planned plant maintenance to ensure it is safe when used
- Principles of good lifting operations
- Safe access to ships' holds, warehouses, silos and freight containers
- Prohibit all unsafe Vehicle - Pedestrian interfaces
- Proper work at height procedures
- Occupational Lung Diseases and Cancers

(1) <https://www.nisra.gov.uk/publications/labour-market-report-august-2017>

Public Sector



Background:
 The Public Sector Group encompasses Health, Education, Social Care, Disciplined Services (police/fire/MOD/ ambulance/ prisons etc.), Local and Central Government with associated activities and Agencies
 Approximately 123,000 employed in the Public Sector⁽¹⁾
 Extensive range of work activities from administration to industrial where there is often an interface with the public

Challenges:

- 3 of the 12 fatalities (25%) involved slips and trips⁽²⁾
- 488 of the 1045 major injuries (47%) involved slips and trips⁽²⁾
- 3 of the 12 fatalities (25%) involved lifting and carrying operations⁽²⁾
- 132 of the 1045 major injuries (13%) involved lifting and carrying operations⁽²⁾
- Mental well-being including stress
- Biological agents - Legionella, Genetically Modified Organisms etc.

Priorities:

We will educate, inform and appropriately enforce the following key issues:

- Slips, trips and falls in key sectors such as Healthcare
- Principles of good lifting operations
- Encouraging and monitoring that public interfacing staff are protected as far as it is possible from physical and verbal attack
- Use of the HSE Management Standards as a best practice approach for managing and controlling mental well-being at work
- Ensure dangerous biological agents are strictly managed and controlled

(1) Source: Northern Ireland Statistics and Research Agency, March 2017
 (2) RIDDOR Statistics 2011-2017 - HSENI

Fairgrounds



Background:
 Approx 27 members of the Showmen's Guild based in NI. It is not possible to give an accurate number of workers in the sector
 Sector dominated by travelling fair operators
 Transient workforce, some of whom are foreign nationals
 Used by large numbers of the public

Challenges:

- While there is low frequency, the consequence of ride failure is high
- Musculoskeletal injuries and falls from height during build up and dismantling
- Variable standards of ride inspection, testing and maintenance

Priorities:

We will educate, inform and appropriately enforce the following key issues:

- Inspect higher-risk fairground rides and activities including, where possible, build up and dismantling
- Improving standards of maintenance and inspection of rides, particularly in the travelling fair sector
- Ensuring action is taken by ride controllers to address technical or operational failings at fairground
- Ensure all fairground operators have a robust system in place for maintaining fairground rides and recording daily checks and all statutory Annual Inspections
- Raise awareness of Musculoskeletal Disorders (MSDs) in the sector

Extractive Industries



Background:
 170 Quarries -
 employing approx. 4000
 100 Concrete Premises
 - employing 1600
 3 Mines and 2000
 Abandoned Mines
 Exploration Drilling
 activities

Challenges:

- Exposure to harmful dusts and substances such as silica / diesel fume / dusts etc.
- Stability of faces, tips and excavations
- Management control and competence in high risk activities
- Plant maintenance e.g. lock out procedures
- Vehicle - Pedestrian safety
- Vehicle maintenance - especially brake testing

Priorities:

We will educate, inform and appropriately enforce the following key issues:

- Occupational Lung Diseases and Cancers
- Focused interventions on the highest-risk activities, particularly the stability of faces, tips and excavations
- In conjunction with the industry address the need for a suitably qualified and competent management
- Guarding of dangerous moving parts and safe maintenance
- Prohibit all unsafe Vehicle - Pedestrian interfaces
- Good vehicle maintenance standards

Waste & Recycling



Background:
 Approximately 4500
 employees⁽¹⁾
 Includes waste collection,
 handling, transfer, sorting,
 recycling, storage and landfill
 A mix of private organisations
 and local authority operations
 A progressive industry which
 has made significant progress
 in the implementation of
 health and safety through
WISHNI

Challenges:

- 28 of the 52 major injuries (54%) (including members of the public) involved being struck by moving vehicles or machinery⁽²⁾
- 5 of the 52 major injuries (10%) involved lifting and carrying operations⁽²⁾
- Slips, trips and falls
- Health issues associated with bioaerosols; needlestick injuries; welfare; and noise
- Inadequate guarding, isolation and maintenance
- Poor management control in high risk activities
- Fire in the waste sector

Priorities:

We will educate, inform and appropriately enforce the following key issues:

- All round visibility and safe interfaces between pedestrians and vehicles, especially at sites which have public access
- Work with the industry to introduce principles of good lifting and handling operations
- Slip, trip and fall prevention strategies
- Occupational Lung Diseases and Cancers
- Safe plant (maintenance and use)
- Need for a suitably qualified and competent management
- Good fire prevention measures
- Safe systems of work and adequate risk assessment

(1) Source: WRAP NI

(2) RIDDOR Statistics 2011-2017 - HSE NI

Major Hazards (including Gas Pipelines)



Background:
Northern Ireland has 24 major accident hazard sites
It is an industry sector with high risks and a highly regulated operating environment
Significant interface with Planning and Public Safety

Challenges:

- Storage, handling and distribution of significant quantities of hazardous substances with the potential for major hazard incidents affecting workers, the public and the environment
- Managing the consequences of any major accidents which occur
- Infrastructure maintenance and avoidance of failure
- Human error

Priorities:

We will educate, inform and appropriately enforce the following key issues:

- Ensuring robust safety management systems in place to:
 - Prevent major accidents associated with the loss of containment of gas or volatile fluids
 - Monitor, assess and maintain plant and associated infrastructure
- Work with partner organisations to both be prepared for and prevent major incidents

Transport



Background:
There are approximately 21,000 employees in the transport sector alone in Northern Ireland, covering all modes of transport⁽¹⁾
The sector is diverse covering airports, transport companies and railways

Challenges:

- 86 of the 151 major injuries (57%) involved slips, trips and low falls⁽²⁾
- 203 of the total 752 injuries (27%) involved lifting and carrying⁽²⁾
- Vehicle - Pedestrian interface in all sectors
- Load safety continues to be a cause for concern, particularly security of loads which can cause significant risks during transit and at delivery sites
- Falls from vehicles (during loading and unloading)

Priorities:

We will educate, inform and appropriately enforce the following key issues:

- Slips, trips and falls prevention strategies
- Work with the industry to introduce principles of good lifting and handling operations
- Safety of pedestrians around vehicles
- Safe working practices for loading and unloading vehicles

(1) Source: Northern Ireland Transport Statistics 2015-2016

(2) RIDDOR Statistics 2011-2017 - HSENI

Mental Well-being at Work Advisory Service



Background:
Estimated number of workers in Northern Ireland affected by work-related stress, anxiety and depression each year is 48,000⁽¹⁾
Stress is more prevalent in public service industries, such as education, health and social care⁽²⁾
In 2016/17 stress accounted for 40% of all work-related ill health cases and 49% of all working days lost due to ill health⁽²⁾

Challenges:

- Work-related stress resulting from:
 - Workload pressure
 - Tight deadlines
 - Pressurised environment
 - Excessive responsibility
 - Poor managerial support
- Employers failing to recognise the causes and symptoms of workplace mental ill health

Priorities:

- We will educate, inform and appropriately enforce the following key issues:
- Promote the HSE Management Standards as a best practice approach for managing and controlling work-related stress and mental well-being at work
 - Provide advice, guidance and tailored support to Northern Ireland employers

(1) Source: Workplace Health Leadership Group Strategic Plan - August 2017-August 2022

(2) Estimates based on self-reports from Labour Force Survey 2015/16

Product Safety



Background:
Lead on the policy, operational and technical aspects of supply law, and inputs into BEIS and other Government Departments in its product regulation work
The unknown outworkings of the UK's exit from the EU

Challenges:

- The importation of non-compliant machinery and goods into Northern Ireland

Priorities:

We will educate, inform and appropriately enforce the following key issues:

- To prevent the importation of non CE compliant plant being put into service
- Improve the knowledge base of the local industry on the relevant machinery safety requirements
- Take appropriate steps to ensure that machinery brought into the country is safe for use at work and take appropriate enforcement action where non-compliant machinery has been brought into the country
- Create a coherent joined up inter-governmental approach to product safety, both within the United Kingdom, and with the Health and Safety Authority (HSA), Ireland

Corporate Challenges

In addition to the challenges anticipated by HSENI in its work with the various sectors, we will manage a number of corporate challenges throughout the lifetime of this Corporate Plan.

Legislation

Traditionally the health and safety at work regulatory framework in Northern Ireland was, to a very large extent, shaped by the European Union, including through the EU's Occupational Safety and Health (OSH) legislative framework. The unprecedented change and uncertainties associated with the UK's impending exit from the EU will pose considerable challenges. Northern Ireland's health and safety legislation has traditionally maintained parity with that in place in Great Britain, where colleagues have the knowledge, expertise and resources necessary for the development of sound health and safety policy, which may include proposals for reduced or de-regulation. HSENI is resourced only to replicate GB's legislative changes, where these are considered to be appropriate to Northern Ireland, and the parity approach will therefore continue throughout the lifetime of this plan.

In this work, HSENI will seek to ensure that the regulatory framework continues to afford appropriate protections and conditions to workers, while also supporting businesses in terms of streamlining the requirements placed on them.

Case Management System (CMS)

Our current CMS, a system for tracking health and safety casework and statistics, was introduced in 2006. We are in the process of developing a new CMS which will go live in April 2019. Our new system will allow us to introduce new technologies such as mobile devices which will allow us to introduce innovative ways of carrying out our work in the field.

General Data Protection Regulation (GDPR)

The General Data Protection Regulation (GDPR) will strengthen and unify data protection for all individuals within the European Union (EU). It will become law in the UK on 25 May 2018. HSENI will work closely with other Departments and the Information Commissioner's Office (ICO) to ensure that the organisation is fully prepared for the new Data Protection regulation and that it is implemented fully.

Corporate Governance

Maintaining a robust governance framework will remain a priority for HSENI over the lifetime of the Corporate Plan. During this time, HSENI will focus on providing adequate assurance to all stakeholders that an effective governance structure exists within the organisation, upholding the highest standards in risk management and internal control processes. The six key organisational structures which will support the delivery of good corporate governance in HSENI over the lifetime of this Corporate Plan are:

HSENI Board

The Board has corporate responsibility for ensuring that HSENI fulfills the aims and objectives set by the Department for the Economy and approved by the Minister, and for promoting the efficient, economic and effective use of staff and other resources by HSENI.

The Board is responsible for establishing the overall strategic direction of HSENI within the policy and resources framework determined by the Minister and Department and constructively challenging the HSENI's executive team in their planning, target setting and delivery of performance.

Audit and Risk Management Committee

HSENI's Board has established an Audit and Risk Management Committee as a Committee of the Board to support it in its responsibilities for issues of risk, control and governance and associated assurance by:

- Reviewing the comprehensiveness of assurances in meeting the Board / Designated Accounting Officer's assurance needs;
- Reviewing the reliability and integrity of these assurances;
- Providing an opinion on how well the Board and Designated Accounting Officer are supported in decision making and in discharging their accountability obligations (particularly in respect of financial reporting).

Oversight & Liaison Meetings with Departmental Sponsor Division

HSENI's Senior Management and the Board's Chair will meet regularly with key staff from the Department's Sponsor Division to discuss matters including performance monitoring, strategic issues, risk, audit and accountability, budgetary management, human resources and any other areas of concern or strategic importance.

Corporate Challenges (continued)

Internal Audit

HSENI has an independent Internal Audit Service Provider which operates to HM Treasury's Public Sector Internal Audit Standards. The provider has responsibility for undertaking an annual programme of internal audit reviews to provide an assurance to the Accounting Officer, HSENI Board and ARMC of the effectiveness of the organisation's internal control systems and processes.

External Audit

HSENI is subject to an annual external audit review of its financial statements by the Northern Ireland Audit Office. The findings of this review are reported on in 'The Report to Those Charged with Governance', which is issued to the Accounting Officer, the HSENI Board, ARMC and relevant Departmental officials from HSENI's Sponsor Division.

Financial Management

The ability to manage the HSENI budget effectively and maintain services, particularly if the organisation is subject to significant budgetary pressures, will remain a priority throughout the period of the Corporate Plan. HSENI recognises the risks associated with the failure to manage its budget effectively and this is reflected in the inclusion of this risk on our Corporate Risk Register. HSENI will ensure adequate systems are in place to ensure effective budget management and the provision of services in line with budget allocation.

This Corporate Plan is being developed in a period of continual political and financial uncertainty. As such, it is not possible at this time to specify budgets beyond 2018/19 for the next 5 years. HSENI will continue to keep this draft plan under review and prioritise the issues depending on the resources available.

Annex 1

Review of the Period 2011 - 2017

Information on HSENI's numerical targets and corresponding outputs for the last five years, together with targets for 2016/17, is contained in the table below. This table also provides estimated outputs against HSENI's numerical Key Performance Targets contained in its previous Corporate Plan for 2011-2015, which was extended to cover 2015/16 and 2016/17. More detailed information on HSENI's performance during this period is contained in its Annual Reports for the relevant years.

Annual Operating Plan Targets		2011/12	2012/13				
Number of targeted promotional events aimed at priority issues and high risk work sectors	Target	14	8	13	16	7	N/A
	Output	13	8	15	24	7	
Number of farm safety presentations to children in rural primary schools	Target	90	90	90	80	80	80
	Output	91	100	93	82	87	84
Number of small businesses provided with mentoring by HSENI's small business advisory service, Health and Safety Works NI (HSWNI)	Target	300	300	300	250	200	170
	Output	390	293	264	285	262	148
Number of inspections conducted across all work sectors for which HSENI is responsible	Target	6000	6000	6000	5500	5000	5000
	Output	6637	6355	6350	5993	5576	5999
Percentage of reportable fatal accidents investigated	Target	100%	100%	100%	100%	100%	100%
	Output	100%	100%	100%	100%	100%	100%

Annex 1 (continued)

Corporate Plan 2011-2015 Targets		2011/15	2011/16	2011/17
Reduction in number of reportable work-related injuries recorded by the enforcing authorities. (Compared to baseline of 2975 injuries in 2010/11)	Target	10%	10%	10%
	Output	9%	8.5%	10%
Number of 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	Target	600	750	900
	Output	2048	2374	2595
Number of published information/advisory material (including electronically published materials) distributed to employers, employees, 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	Target	500,000	625,000	750,000
	Output	1,474,524	1,605,301	1,786,638
Number of small businesses provided with mentoring by HSWNI with the aim of positively impacting on their management of health and safety	Target	1200	1400	N/A
	Output	1232	1494	
Number of inspections across all work sectors for which HSENI is responsible, aimed at improving levels of compliance with health and safety standards	Target	24000	30000	36000
	Output	25335	30911	36910
Percentage of employers found to have an unsatisfactory level of compliance when re-inspected to be considered for enforcement action	Target	100%	100%	100%
	Output	100%	100%	100%
Percentage of proposals for the making of health and safety regulations required to satisfy EU Directives submitted to the Department within six months of the corresponding regulations being made in Great Britain	Target	100%	100%	100%
	Output	100%	90%	91%

Annex 2

Serious Injuries and Ill-health Conditions

Whilst every effort should be made to ensure that no person is killed, injured or made unwell as a result of work, there are certain injuries and ill health conditions which will result in serious and long term effects for the individual, their family and society.

Some injuries have a lifetime impact and require high levels of support and services over a long period of time. The following are some examples of the type of injuries that have been identified as serious and potentially life-threatening due to a physical trauma experienced in the workplace:

- Moderate to severe traumatic brain injury (TBI)
- Spinal cord injury
- Amputation or loss of function of a limb
- Asphyxia and poisoning
- Total blindness
- Multiple fractures

Similarly there are a number of ill health conditions which may result in premature death or have significant life limiting consequences which are directly linked to workplace exposure:

- Occupational cancers (including asbestos related conditions)
- Serious respiratory conditions (including COPD and occupational asthmas)
- Infections which may result in death or long term disability (e.g. Legionella, Hepatitis etc.)

Within each of the above injury and ill health types there are various levels of severity ranging from mild to severe, and equally there may be other serious conditions not listed. However serious workplace injuries and ill health conditions will generally result in one or more of the following:

- severe loss of functional ability
- significant permanent impairment
- requirement for long-term care services

HSENI will concentrate its efforts in promotion, information, advice, complaint investigation, investigations in response to RIDDOR and enforcement preferentially towards issues likely to cause serious injury or ill health.

Annex 2 (continued)

'Major Accidents' Definition

As defined in the RIDDOR Regulations these include:

1. Any fracture, other than to the fingers, thumbs or toes;
2. Any amputation;
3. Dislocation of the shoulder, hip, knee or spine;
4. Loss of sight (whether temporary or permanent);
5. A chemical or hot metal burn to the eye or any penetrating injury to the eye;
6. Any injury resulting from an electric shock or electrical burn (including any electrical burn caused by arcing or arcing products) leading to unconsciousness or requiring resuscitation or admittance to hospital for more than 24 hours;
7. Any other injury –
 - a. leading to hypothermia, heat-induced illness or to unconsciousness;
 - b. requiring resuscitation; or
 - c. requiring admittance to hospital for more than 24 hours.
8. Loss of consciousness caused by asphyxia or by exposure to a harmful substance or biological agent;
9. Either of the following conditions which result from the absorption of any substance by inhalation, ingestion or through the skin:
 - a. acute illness requiring medical treatment; or
 - b. loss of consciousness.
10. Acute illness which requires medical treatment where there is reason to believe that this resulted from exposure to a biological agent or its toxins or infected material.

'Over Three Day Accidents' Definition

An incident which results in the injured person being incapacitated for work for more than three consecutive days, not counting the day of the accident but including any days which would not have been working days.

Annex 3

HSENI - Operating Principles

We will ensure in all our work and activities we will adhere to the principles of:

- Maintaining a robust governance framework;
- Seeking value for money for the public purse;
- Planning and maintaining expenditure within resource limits and to approved budgets; and
- Meeting our statutory obligations required by Equality, Disability, Discrimination and Freedom of Information legislation as set out in a range of associated plans, schemes, principles and guidelines.

Quality of Service

HSENI is fully committed to the principles of business excellence. In order to support the achievement of its key objectives and targets, HSENI will:

- operate in a consistent and co-ordinated manner in the application of the Service First Principles;
- treat all its customers in an open, fair and impartial way;
- explain how to complain if dissatisfied and efficiently address any complaints in accordance with our Customer Care Charter;
- ensure that suppliers are paid promptly in line with Better Payment Practice;
- gauge customer satisfaction with our services within the lifetime of this Plan; and
- exploit the benefits of information technology in the delivery of its service.

Service First - Key Customer Standards

HSENI will endeavour to operate at all times to its Service First standards as set out below:

- identify ourselves by name on the telephone and in letters;
- field staff will carry identification;
- provide a response to an enquiry within 10 working days;
- treat in confidence information that HSENI receives unless it is required to disclose that information for legal reasons;
- respond to requests for leaflets within 5 working days; and
- ensure that complaints are dealt with quickly and effectively in accordance with our Customer Care Charter.

Annex 3 (continued)

Working With Other Authorities

The general duties under health and safety at work law to protect workers and others from risks arising out of work activities are very broad. They overlap with other legislation and are capable of application to a number of different areas. However there is an acceptance that where public and worker safety is adequately protected by more specific and detailed law enforced by another authority, this should be used rather than health and safety at work legislation.

Statutory Responsibilities

HSENI will comply with its statutory duties in the following areas:

Equality

HSENI is fully committed to the fulfilment of Section 75 obligations on the promotion of equality of opportunity between persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation, between men and women generally, between persons with disability and persons without and between persons with dependants and persons without.

Throughout the period of this Corporate Plan, we will continue to work for the protection of vulnerable groups in the workplace.

Annex 3 (continued)

Disability

HSENI is aware of its duty, when carrying out its functions, to have due regard to the need to:

- promote positive attitudes towards disabled people; and
- encourage participation by disabled persons in public life.

HSENI has embedded the need for employers, as part of its joint Strategy with the district councils for the better regulation of health and safety at work in Northern Ireland, to clearly recognise that risk assessments should address the specific needs of disabled workers to ensure that they are appropriately protected and that worker involvement is an essential element of these risk assessments.

Access to Information

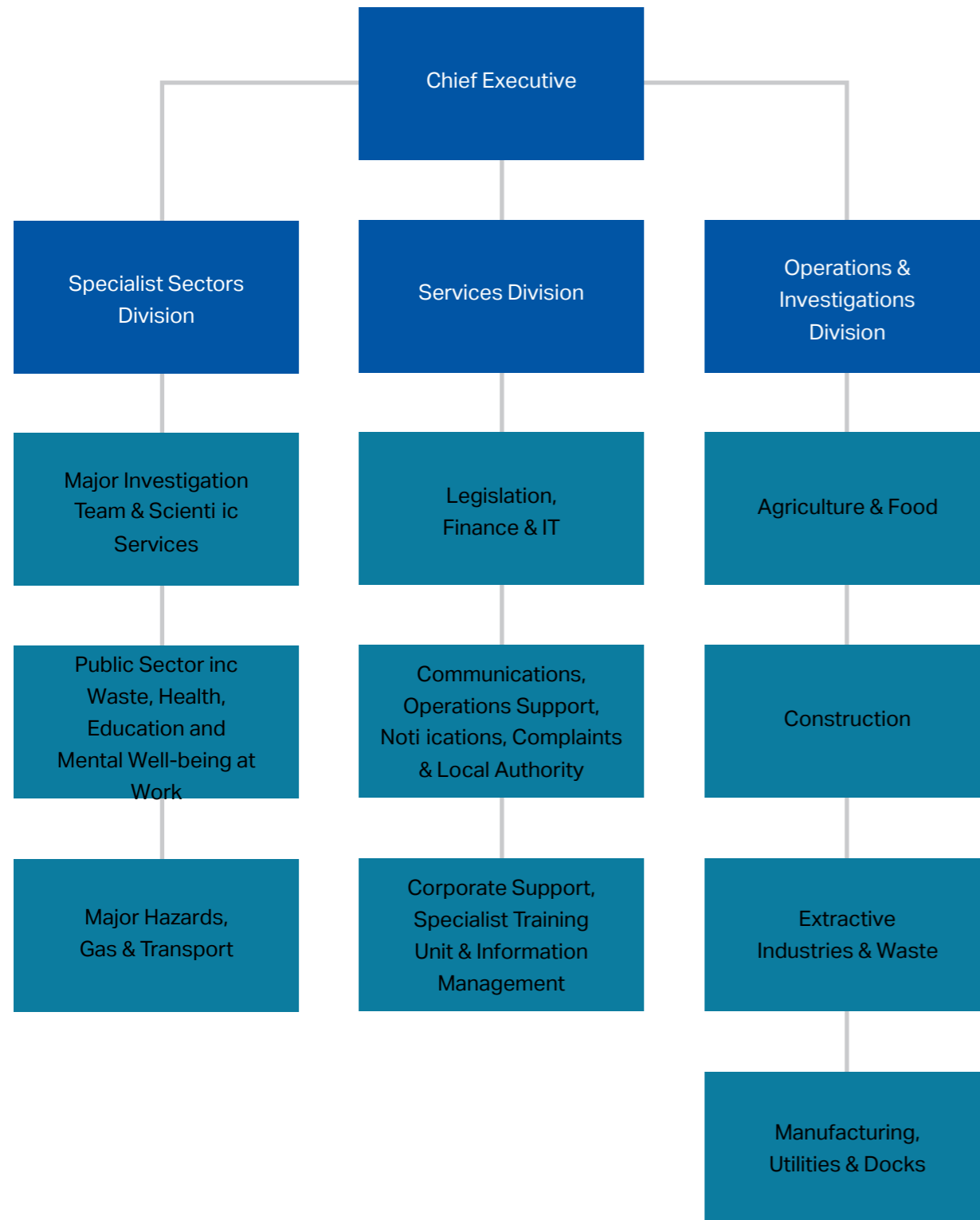
HSENI regards the lawful and correct treatment of information as essential to its successful operations and to maintaining confidence between the organisation and those with whom it transacts business and the public in general. The organisation has specific policies in place on Data Protection and Information Security and has appointed an Information Officer, who has responsibility for the day to day oversight of data protection issues.

Human Rights

The Human Rights Act 1998 incorporates the rights and freedoms guaranteed under the European Convention on Human Rights into domestic law. As with all public bodies, HSENI must ensure that where its decisions or actions impact on the rights of individuals those decisions or actions comply with the Convention.

Annex 4

HSENI Organisational Chart (at 1 April 2017)



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