

Operating Plan

2023-2024

Health and Safety
Executive for
Northern Ireland

hseⁿⁱ
CONTROLLING RISK TOGETHER

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Introduction

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 for the Economy (DfE).

This Operating Plan reflects the strategic objectives set out in the HSENI Corporate Plan (CP) (2023 to 2028) which was agreed by the HSENI Board prior to being ratified by the DfE Minister in October 2022.

Mission

HSENI's mission is **'to reduce serious work-related injury and ill health in Northern Ireland'** and 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.

Over the lifetime of the CP, HSENI will track the three measures below as indicators of the collective success of NI dutyholders. These reflect the reality that HSENI alone cannot deliver a continual downward trend in accidents and ill-health:

- The average number of serious and fatal accidents over the CP will be lower than the average number in the previous CP (32);
- The average number of major accidents over the CP will be lower than the average number in the previous CP (249); and
- The average number of over three day accidents over the CP will be lower than the average number in the previous CP (1790).

Over the lifetime of the CP, HSENI will endeavour to deliver the following outputs to compliment the efforts of NI dutyholders:

- 80,000 interventions which will include 25,000 site visits (in every year 16,000 and 5,000 respectively);
- Three annual cross-cutting themes to tackle a work activity known to be a cause of fatalities, serious injury or ill health;
- Prepare regulations and approved codes of practice to allow the maintenance of a regulatory framework which affords appropriate protections and conditions to workers;
- Meet the targets set out in our Customer Care Charter, notwithstanding any reductions to budget over lifetime of plan;
- Comply with relevant HM Treasury and DoF guidance on financial and risk management; and
- Ensure the highest level of corporate governance within the organisation.

The delivery of the priorities is dependent on factors which are not within HSENI's control such as receiving grant funding from DfE in line with the 2022-2023 settlement to allow us to fill vacancies and have sufficient programme resources to deliver both that occurred statutory and non-statutory functions in an effective manner. Other unforeseen issues such as occurred during the 2018 to 2023 CP also have the potential to inhibit the delivery of our published priorities. For these reasons HSENI remains alert to environmental conditions and operates with flexibility and agility as successfully demonstrated in recent years.

The detailed divisional and sectoral priorities in this Operating Plan will assist staff in understanding HSENI's overall aims and objectives and the role that each plays in contributing to HSENI realising its mission.

Robert Kidd
Chief Executive

Derek Martin
Chairman

Common Priorities

This section contains activities and targets which are common across many of the Groups, particularly those Groups that are comprised either wholly or partly of Inspectors, which will contribute to ensuring that the three key outcomes listed above are achieved over the lifetime of the Corporate Plan.

Inspections (including Investigations)

	Common Priorities	Delivery Teams
1	The average number of serious and fatal accidents over the CP will be lower than the average number in the previous CP (32);	All HSENI teams
2	The average number of major accidents over the CP will be lower than the average number in the previous CP (249); and	All HSENI teams
3	The average number of over three day accidents over the CP will be lower than the average number in the previous CP (1790).	All HSENI teams

	Action/Intervention and potential partners	Target Output/s	Details of progress made to date	RAG Status
1	16,000 interventions across all work sectors aimed at improving levels of compliance with health and safety standards.	16,000 interventions		
2	5,000 site visits across all work sectors aimed at improving levels of compliance with health and safety standards.	5,000 site visits		

(1) 'Major Accidents' and 'over three day accidents' as defined in the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (Northern Ireland) 1997.

(2) 'Serious accidents' as defined in annex 2 of HSENI CP (2023-2028)

Action/Intervention and potential partners

3. Deliver a cross-cutting theme on workplace transport safety (WTS) to increase compliance and knowledge amongst employers and employees.

Target Output/s	Details of progress made to date	RAG Status
No. of interventions		
Media reach stats		
WTS website visits		
Enforcement actions tracked.		

DIVISIONAL PRIORITIES - FIELD OPERATIONS DIVISION

Agriculture & Food Processing

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Raise awareness of causes of fatality and major injury on farms and increase compliance with legal obligations and good practice.	530 inspections which will focus on agriculture priorities in CP .	Year to date quarterly progress.	

Action / Intervention

2. Attend relevant agricultural events in 2023 to raise farm safety awareness and distribute safety information.

	Target Output/s	How target will be measured	RAG Status
	Provide information on the key risks in agriculture.	Balmoral show attended.	
	Provide information on the key risks in agriculture.	Clogher Valley show attended.	
	Provide information on the key risks in agriculture.	Number of items of information distributed.	

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
3	Farm safety presentations for foundation, KS1 and KS2 primary school aged children, CAFRE and GSCE students.	90 rural schools & colleges presentations across NI.	Year to date quarterly progress.	
4	Farm safety poster colouring competition for primary school aged children across NI.	Poster Competition developed and launched.	Competition successfully launched.	
	Farm safety poster colouring competition for primary school aged children across NI.	12 winners selected (various age groups).	Winners selected.	

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
5	Design, print and distribute a 2024 Child Safety On Farms Calendar to pupils attending rural primary schools across NI.	Distribute 43,000 calendars to all pupils attending rural primary schools across NI in Q3 2023.	Number of calendars distributed.	
6	Inspection and Investigation Initiative at Food Processing companies.	85 inspection visits to food processing companies focusing on high-risk activities.	Year to date quarterly progress.	

Construction

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Focus on respirable crystalline silica (RCS) to inform and where necessary ensure compliance to protect worker health.	250 site inspections where RCS safety will be addressed.	Year to date quarterly progress.	
2	Focus on unsafe work at height (WAH) in the construction sector, including internal fall protection, using a risk-based approach.	500 inspections in which WAH safety will be addressed.	Year to date quarterly progress.	

Manufacturing

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Health and safety mentoring to companies to provide advice and guidance on priority topics which will increase legal compliance and good practice.	50 visits.	Year to date quarterly progress.	
2	Inspections of manufacturing premises to secure legal compliance.	720 visits.	Year to date quarterly progress.	

Extractive Industries

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Quarry machinery initiative to focus on guarding, isolation and maintenance.	Inspect 10 quarries.	Year to date quarterly progress.	
2	Concrete product premises machinery initiative to focus on guarding, isolation and maintenance.	Inspect 10 concrete product premises.	Year to date quarterly progress.	
3	Inspections of extractive industry premises to secure legal compliance.	110 visits.	Year to date quarterly progress.	

Waste Industry

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Waste industry machinery initiative to focus on guarding, isolation and maintenance.	Inspect 20 waste premises.	Year to date quarterly progress.	
2	Inspections of waste premises to secure legal compliance.	65 visits.	Year to date quarterly progress.	

Training

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Run the HSE(NI) Regulatory Training Programme to provide inspectors in the trainee grade with the necessary knowledge and practical skills to allow them to progress to the inspector grade.	Inspectors in the trainee grade will be provided with access to the RTP to allow them access to all training and will be given the opportunity to complete the associated assessments within the timescales set and ensure that targets for the HSENI Professional Practice Competency Framework (PPCF) are met.	Progress of trainee numbers (within GDPR constraints).	

DIVISIONAL PRIORITIES - SPECIALIST SECTORS DIVISION

Public Sector

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Inspections and interactions across public sector to provide advice, assistance and secure legal compliance where necessary.	300 inspections / interactions.	Monitor CMS Reports and Group Intelligence.	

Fairgrounds

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Given the interaction with the public, HSENI will respond to complaints / technical issues associated with fairground operations.	All complaints are dealt with quickly and effectively on a risk basis.	Percentage of complaints closed.	
2	Ensure fairground operators are adhering to safe practices both during operations, (including erection / dismantling / maintenance / musculoskeletal disorders and work at height).	15 Fairground site inspections.	Year to date quarterly progress.	

Mental Wellbeing

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Provision of information and advice on Mental Wellbeing at Work.	Advice provided in response to all queries received from employers and employees which fall within HSENI's vires and competence.	Year to date quarterly progress.	
2	Promote best practice in relation to work related stress.	6 webinars/seminars from the HSENI suite of workshops on the management of work related stress.	Year to date quarterly progress.	

Scientific Services

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Maintenance of UKAS quality management system for HSENI's Scientific Services.	ISO 17025 standard obtained from UKAS for all relevant Scientific Services functions by 31.3.24.	The assumption will be that the target will be achieved unless otherwise stated.	

Major Investigations

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Investigate fatal and serious injuries, recommending prosecution where it meets the criteria for further investigation by MIT and where there is capacity.	MIT Investigation files managed to a conclusion.	Number of current live cases. Total prosecutions completed (year-to-date).	

DIVISIONAL PRIORITIES - MARKET COMPLIANCE AND OPERATIONS DIVISION

Chemicals

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	<p>REACH/CLP</p> <p>Campaign to check for and promote compliance with the Registration, Evaluation, Authorisation and Restriction of Chemicals Regulations in NI.</p>	<p>To visit 30 SME businesses operating as chemical importers, suppliers, distributors, and users, on the supply chain Classification Labelling and Packaging (CLP) and REACH regulations.</p>	<p>Year to date quarterly progress.</p>	
2	<p>REACH/CLP</p> <p>Campaign in respect of diisocyanates to promote compliance with COMMISSION REGULATION (EU) 2020/1149 of the Registration, Evaluation, Authorisation and Restriction of Chemicals Regulations.</p>	<p>To identify and visit 30 key stakeholders that manufacture, place on the market or use products containing diisocyanates to check for compliance with COMMISSION REGULATION (EU) 2020/1149.</p>	<p>Year to date quarterly progress.</p>	
3	<p>Promote and check for compliance with CLP re UFI (Unique Formula Identifier) changes Annex 8 ahead of dates set out by ECHA.</p>	<p>Identify and inspect 10 dutyholders who formulate or manufacture products that are required to have a UFI included on the labelling.</p>	<p>Year to date quarterly progress.</p>	

Product Safety

Action / Intervention

1. Campaign to promote compliance with the Machinery Directive's essential health and safety requirements in respect of the manufacture of Tipping / Dump Trailers and their use of trailer props.

Target Output/s	How target will be measured	RAG Status
An information leaflet will be published (Q1).	The production and release of the leaflet will be planned with milestones identified. Progress will be measured fortnightly and quarterly update provided.	
Questionnaire issued to 50 trailer manufacturers / suppliers in relation to product design and props (Q2).	The production and release of the questionnaire will be planned with milestones identified. Progress will be measured monthly and quarterly update provided.	
25 inspections 25 Manufacturers / suppliers (Q3 and 4).	Year to date quarterly progress.	

Action / Intervention

2. Campaign to promote compliance with Machinery Directive for the manufacture of in-house machines and automated production lines of existing machines.

Target Output/s	How target will be measured	RAG Status
Upskill and develop an in-depth knowledge of machinery automation production and liaise with local manufacturing and automation companies to raise awareness of their responsibilities by Q3.	Measured via recording and monitoring of CMS interactions with duty-holders. Year to date quarterly progress provided.	
10 visits to installed automated lines.	Year to date quarterly progress.	

Action / Intervention

3. Campaign to promote compliance with the Machinery Directive in respect of the supply / use of chopping bowls and paddle mixers in the Agri/food sector in Northern Ireland.

Target Output/s	How target will be measured	RAG Status
Information leaflets developed for manufacturers, importers and installers explaining their statutory obligations to various compliance markings and documentation i.e. CE / UKCA / DoC.	The production and release of information leaflets will be planned with milestones identified. Quarterly update provided.	
25 visits to chopping bowl users and manufacturers to ensure statutory compliance	Year to date quarterly progress	

Gas

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Gas Safety - Public safety from unsafe gas work.	Respond to all complaints and reported incidents.	Percentage of notifications of unsafe gas work closed out.	
2	Renewable Technologies in Gas Sector.	25 site interactions on Anaerobic Digester plants, with inspectors from other groups where appropriate.	Year to date quarterly progress.	

Utilities

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Renewable energy - Engage with renewables sector to ensure adequate health and safety standards in respect of evolving technologies.	25 site interactions with renewable energy generation.	Year to date quarterly progress.	

Major Hazards

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Ensure all measures necessary are in place to prevent major accidents involving dangerous substances and limit the consequences of any accidents which do occur.	Inspection of the following and in accordance with the agreed schedule with NIEA partner, by 31st March 2024. The inspections will continue to focus on firefighting measures, containment systems and internal emergency plans.	Year to date quarterly progress.	
	Ensure all measures necessary are in place to prevent major accidents involving dangerous substances and limit the consequences of any accidents which do occur.	Prepare and test the external emergency plans for 4 COMAH sites and major accident hazard pipeline operators in line with statutory requirements by 31st March 2024 and as per the agreed schedule with NIEA.	Year to date quarterly progress.	

DIVISIONAL PRIORITIES - SERVICES DIVISION

Communications

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Utilise HSENI's website and social media as a main channel of health and safety information and advice.	To promote relevant information across our social media channels, generating 450 posts in line with HSENI's operational year 2023-2024.	Our social media platforms will be monitored monthly using the analytics software provided by each platform.	
2	Campaign work.	Farm safety campaign Deliver multimedia Farm Safety campaign in line with the FSP Action Plan.	The campaign success and reach will be measured through a third-party contractor who will conduct post tracking research.	

Corporate Support

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Annual Report production.	HSENI's Annual Report and Accounts prepared and laid in accordance with FReM 2023-24.	Completed / Not completed.	
2	Annual Equality Report production.	Annual Equality Report completed and submitted within the operating year.	Completed / Not completed.	

Financial Management

Action / Intervention

1. Production of HSENI's Statement of Accounts and Remuneration Report for 2023-24

Target Output/s	How target will be measured	RAG Status
NIAO liaison.	Completed / Not completed.	
Annual HSENI accounts completed, audited, laid and published before deadline.	Completed / Not completed.	

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
2	Administer Prompt Payment Programme (PPP).	95% to be completed within prompt payment target (30 days).	Percentage of payments achieved within PPP target.	

Legislation

Action / Intervention

1. Maintain an operable H&S regulatory framework which affords appropriate protections and conditions to workers.

Target Output/s	How target will be measured	RAG Status
Consultations launched / closed.	Number launched / Number closed.	
ACoPs brought into use in NI.	Number.	
NI statutory rules made.	Number.	
Outstanding EU Exit Legislation.	Number.	

Workplace Transport Safety (WTS) Annual Theme

Agriculture & Food Processing

Action / Intervention

1. Agricultural sector initiative to raise awareness of WTS and secure legal compliance (year long)

Target Output/s	How target will be measured	RAG Status
Press release developed and issued beforehand to notify industry.	Completed / Not completed.	
60 premises inspections.	Year to date quarterly progress.	

Action / Intervention

2. Agricultural contractors initiative to raise awareness of WTS and secure legal compliance (Nov 23 – Feb 24).

Target Output/s	How target will be measured	RAG Status
Press release developed and issued beforehand to notify industry.	Completed / Not completed.	
Inspection proforma made available on website to contractors list via e-mail.	Completed / Not completed.	
60 premises inspections.	Year to date quarterly progress.	

Action / Intervention

3. Food processing industry initiative to raise awareness of WTS and secure legal compliance (Jul 23 - Nov 23).

Target Output/s	How target will be measured	RAG Status
Press release developed and issued beforehand to notify industry.	Completed / Not completed.	
Inspection proforma made available on website to contractors list via e-mail.	Completed / Not completed.	
60 premises inspections.	Year to date quarterly progress.	

Construction

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	<p>Inspection interactions will be monitored via CMS reports for each quarter.</p> <p>Summary provided for each quarter with regard to level of compliance / enforcement based on interaction details.</p>	<p>Minimum of 250 Inspections to be completed before 31st March 2024.</p>	<p>Year to date quarterly progress.</p>	
2	<p>Workplace transport will be a standing item on all site inspections.</p>	<p>Focus on key workplace transport risks:</p> <ul style="list-style-type: none"> • Pedestrian and vehicle segregation • Slip, trips and falls • Vehicle loading / unloading <p>To ensure safe workplace transport on construction sites and compliance.</p>	<p>Year to date quarterly progress.</p>	

Manufacturing

Action / Intervention

1. Manufacturing sector initiative to raise awareness of WTS and secure legal compliance (September to November 2023)

Target Output/s	How target will be measured	RAG Status
Press release developed and issued beforehand to notify sector.	Completed / Not completed.	
Inspection proforma made available on website to sector.	Completed / Not completed.	
180 premises inspections.	Year to date quarterly progress.	

Extractive Industries

Action / Intervention

1. Complete a quarry workplace transport initiative to focus on safe site, safe vehicle and safe driver.

Target Output/s	How target will be measured	RAG Status
Press release developed and issued beforehand to notify industry.	Completed / Not completed.	
20 premises inspections.	Completed / Not completed.	

Action / Intervention

2. Complete a concrete product premises workplace transport initiative to focus on safe site, safe vehicle and safe driver.

Target Output/s	How target will be measured	RAG Status
Press release developed and issued beforehand to notify industry.	Completed / Not completed.	
20 premises inspections.	Year to date quarterly progress.	

Waste

Action / Intervention

1. Complete a waste industry workplace transport initiative to focus on safe site, safe vehicle and safe driver

Target Output/s	How target will be measured	RAG Status
Press release developed and issued beforehand to notify industry.	Completed / Not completed.	
Inspection proforma made available on website to sector.	Completed / Not completed.	
20 premises inspections.	Year to date quarterly progress.	

Public Sector

	Action / Intervention	Target Output/s	How target will be measured	RAG Status
1	Local authority sites industry initiative to raise awareness of WTS and secure legal compliance (year long).	22 premises inspections.	Year to date quarterly progress.	
2	Public sector initiative to raise awareness of WTS and secure legal compliance (year long).	22 premises inspections.	Year to date quarterly progress.	

Occupational Health

Action / Intervention

1. Assigned sites initiative to raise awareness of WTS and secure legal compliance (year long)

Target Output/s	How target will be measured	RAG Status
Press release developed and issued beforehand to notify premises.	Completed / Not completed.	
Inspection proforma made available on website.	Completed / Not completed.	
32 premises inspections.	Year to date quarterly progress.	

Docks

Action / Intervention

1. Docks initiative to raise awareness of WTS and secure legal compliance (year long)

Target Output/s	How target will be measured	RAG Status
Press release developed and issued beforehand to notify premises.	Completed / Not completed.	
30 site interactions.	Year to date quarterly progress.	

Transport

Action / Intervention

1. Transport sector initiative to raise awareness of WTS and secure legal compliance (year long).

Target Output/s	How target will be measured	RAG Status
Press release developed and issued beforehand to notify premises.	Completed / Not completed.	
Inspection proforma made available on website.	Completed / Not completed.	
200 premises inspections.	Year to date quarterly progress.	

Action / Intervention

2. Transport sector initiative (road haulage industry with the greatest probability of vehicle loading / unloading and load security issues) to raise awareness of WTS and secure legal compliance (November and December 23).

Target Output/s	How target will be measured	RAG Status
Press release developed and issued beforehand to notify premises.	Completed / Not completed.	
Inspection proforma made available on website.	Completed / Not completed.	
50 premises inspections.	Year to date quarterly progress.	

Communications

Action / Intervention

1. Develop and deliver a multimedia programme (June 23 to March 24) which will utilise available budget to achieve the greatest reach to target audience as is possible.

Target Output/s	How target will be measured	RAG Status
TV advertisements (Approx. 45% of available budget).	Year to date quarterly progress.	
Radio advertisements (Approx. 16% of available budget).	Year to date quarterly progress.	
OOH media (Approx. 4% of available budget).	Year to date quarterly progress.	
Digital (Approx. 12% of available budget).	Year to date quarterly progress.	
Print media (Approx. 7% of available budget).	Year to date quarterly progress.	

Annex 1: Organisation Chart - 1 April 2023

Chief Executive			
Specialist Sectors Division	Services Division	Field Operations Division	Market Surveillance & Operations Division
Major Investigation Team	Corporate Support Premises Finance Training	Agriculture & Food	Chemicals
Public Sector, Health & Education	Ops Support Notifications Complaints	IT	Product Safety
Occ Health & Hygiene Mental Wellbeing at Work Advisory Service Scientific Services	Communications Local Authority	Explosives, Extractive Industries & Waste	Gas, Utilities & Docks
Trainee Inspector Training	Legislation Information Management	Manufacturing Construction	Major Hazards & Transport

Annex 2: Resources and Risks

HSENI currently has 118 staff in post (131 Complement), of whom approximately 80% are engaged in frontline service delivery. HSENI is sponsored by the Department for the Economy.

Under the arrangements set out under Section 59 of the Northern Ireland Act 1998, HSENI will be allocated a budget settlement. At the time of seeking Board approval for this document, the budget settlement for 2023-24 has not issued. Historically, approximately 93% of HSENI's budget is used for salaries and approximately 7% is used for programme expenditure. HSENI normally receives a small amount of capital which is used to ensure that appropriate tangible and intangible fixed assets are available to support the organisation in pursuing its objectives.

The resources available to HSENI will be kept under constant review and, if appropriate, bids for additional resources will be made to the Department where these are needed to ensure that HSENI is equipped to deal with emerging pressures and to provide for future organisational development. Likewise, if appropriate, money will be surrendered to the Department for the Economy in the event that HSENI is unable to spend all of the budget.

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. Current and emerging risks are discussed monthly by HSENI's Senior Management Team, and the risk register is reviewed by 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 and at quarterly Oversight & Liaison meetings with the Department for the Economy.