

HSE's Management Plan 2001 – 2004

HSE's Management Plan was published in October 2001 (<http://www.hse.gov.uk/aboutus/plans/hseplans/m-plan.htm>) and set out HSE's management priorities for the subsequent three years and the activities that the organisation would focus on to progress these priorities. The Plan was developed to support delivery of the Strategic Plan 2001 – 2004: <http://www.hse.gov.uk/aboutus/plans/hscplans/plan0104.htm>, and to help ensure that HSE is fit enough and smart enough to deliver its key priorities.

The wide-ranging and detailed Plan had four key priorities. To:

- Lead and look after staff valuing their contribution and their diversity and the benefits this brings to the way we engage with stakeholders;
- Get the right people in the right place at the right time, building and making best use of their skills to deliver key objectives;
- Manage our information resources and the knowledge, expertise and experience of our staff, and apply it to our priorities efficiently and effectively;
- Secure better business planning through integrating the management of our resources, systems and procedures to deliver high-quality business objectives in an efficient and responsive way and giving value for money.

Progress during 2001/2002 and 2002/2003 was reported in the HSC Annual Report 2001/2002 <http://www.hse.gov.uk/aboutus/reports/annreport.htm> and HSC Annual Report 2002/2003 <http://www.hse.gov.uk/aboutus/reports/annreport0203.htm> respectively.

1) Lead and look after staff			
Key priority	Action proposed and targets set	Measurement	Progress 2003/04
Leadership 1.1) Help the HSE Board and Senior Civil Service (SCS) to lead as a corporate team and promote leadership at all levels.	Board to encourage SCS members to develop skills and competencies against the SCS Core Framework to improve in areas emerging from individual 360 degree feedback reports carried out in 2001/02	Findings on leadership from staff survey are reviewed in 2004	HSE's agreed Diversity Action Plan for 2003/04 placed a number of actions upon senior managers. Amongst the actions taken, leading by example and becoming more visible and approachable have been key areas where movement has been noticeable. Activities such as acting as formal/informal mentors, volunteering for our new shadowing pilot, promoting buddying arrangements and delivering the challenge function at our "Visions & Values" events have all raised the profile of senior managers. Challenging unacceptable behaviour and enhancing the way staff are managed has also played an important role. The Director General (DG) has asked SCS members to include diversity action as a mandatory area for discussion within their performance agreements from April 2004. The Staff Survey 2004 shows that there are challenges concerning leadership and the issue will be discussed at the HSE Board "Away day" in July 2004.
Looking after staff 1.2) ensure	By 2010 HSE will achieve the national	HSE targets for RHS met.	See section 'Health and Safety in HSE' in the HSC Annual Report and HSC/E Accounts 2003/04 and paragraphs 255 – 257 on

exemplary standards of health and safety for staff.	Revitalising Health and Safety targets for reductions in incidents and ill-health and Civil Service targets for managing absence; achieving half the required reductions by 2004		"Government targets on sickness absence".
	Suite of health and safety courses to be developed with an identified course sponsor to target HSE's priority areas.	Courses attended effectiveness and value for money evaluated	2829 staff have been trained over 434 courses. Training covers HSE's core management training, occupational health and safety provision for example Manual Handling & DSE Assessor training, IT skills and personal development as well as specific training for our regulators such as legal training and the Occupational Health and Safety Graduate Diploma which is completed at Heriot-Watt University. New courses this year include Handling Conflict and Aggression as well as new provision linking in with HSE's new performance management system.
Diversity 1.3) make HSE a truly diverse organisation and utilise the benefits this brings.	By end of 2005 we will aim to move towards achieving Diversity targets in the Modernising Government programme;	Diversity targets met and effectiveness of programme evaluated.	See section on "Diversity" in the HSC Annual Report 2003/04.
	In each of the next three years our aim is to ensure that at least 5% of new recruits are from ethnic minority (EM) communities	EM recruitment targets met.	33% of applicants and 23% of those recruited as policy advisers were from EM backgrounds.
	Put arrangements in place to comply with the new Race Relations Act (RRA) and relevant associated legislation in accordance with the required timetable	RRA implemented by due date.	Good progress continues to be made. The original scheme was revised in September 2003 taking account of responses to a consultation exercise with a range of stakeholders, including employers and workers from ethnic minorities. The revised version up-dates the action plan and indicates the substantial progress made so far. Copies of the revised scheme are available either as hard copy or on HSE's web-site at http://www.hse.gov.uk/aboutus/reports/index.htm A report detailing further progress will be made available later in 2004.

2) Get the right people in the right place at the right time

Key Priority	Action proposed and targets set	Measurement	Progress 2003/04
Vacancy filling 2.1) ensure quicker and easier recruitment and	To simplify and speed up recruitment processes to	Additional potential reductions in recruitment	Extensive use of on-line recruitment, CV based application processes and other efficiencies have enabled us to cut recruitment timescales. Typical times for Discipline Specialist from

<p>vacancy filling.</p>	<p>achieve greatest permissible reduction in time to take up post (target: to identify further potential reductions)</p>	<p>targets are identified</p> <p>New arrangements developed, supported and accepted by stakeholders</p>	<p>advert to take up duty have been reduced from 6-9 to 3-6 months.</p> <p>Arrangements to make use of annual performance records for post filling purposes were developed and piloted as planned. The evaluation recommended further piloting to test proposed arrangements. This took place during the 2003/04 reporting year as part of an extended pilot but was found to add only limited – if any – value, so is not being pursued.</p> <p>The introduction of a new internal vacancies website will allow the vacancy filling process to be speeded up further. From May 2004 the new target timescale for promotions will be 90% of results announced within 7 weeks of advert with work planned to reduce this by a further week. Successful candidates for level moves may be identified within 3 weeks.</p>
	<p>Develop arrangements for the introduction of promotion panels for internal vacancy filling. Pilot panel for Band 6 and Band 5 in Bootle and London HQs from October 2002.</p>	<p>Pilot panel evaluated by March 2003</p>	<p>An evaluation of the exercise was carried out and reported during the year, confirming the value of the exercise - making recommendations, and identifying good practice.</p>
	<p>To cut the average time to fill internal vacancies (300 posts per year: 90% of results announced within 9 weeks of advert).</p>	<p>Recruitment targets are achieved.</p> <p>Vacancy filling targets achieved</p>	<p>External recruitment targets met. However, the downturn in external recruitment has not allowed for measurement of improvements following implementation of simplified processes described above.</p> <p>Internal vacancy filling targets achieved with the time to announce results from advert reduced by 1 week (96% of results announced within eight weeks of advert).</p> <p>All vacancies are advertised with the appropriate security and nationality requirements.</p>
<p><u>Staff development and training</u> 2.2) ensure better-trained and supported managers.</p>	<p>All staff will have a development action plan (DAP) agreed with their line manager</p>	<p>DAPs prepared to agreed quality standards.</p>	<p>The extended pilot of the performance management arrangements tested the use of a revised core framework to support and inform discussions between managers and staff, based on personal development objectives being included in performance agreements (PAs) or DAPs, as well as more specific objectives being agreed for managers. The evaluation confirmed that the system was an improvement on the previous one, clarifying the core skills, behaviours and values expected.</p> <p>Discussions are underway with HSE's central training providers to improve management training.</p>
	<p>Everyone who</p>	<p>Targets for</p>	<p>Bray Leino ETM courses held for 1.4.03 to</p>

	needs to will be able to attend 'Essential Training for Managers' (ETM) modules.	training managers achieved and effectiveness evaluated.	31.3.04: Courses: 163 Delegates: 813
2.3) help and encourage staff to develop and use their skills.	require all staff in Bands 1 to 6 to agree personal development objectives with their managers improve the use made of HSE's core framework.		The new arrangements were agreed with HSE Board and TUs following piloting and evaluation. HSE's core framework has been issued in hard copy to ensure it is more easily accessible New system to start on 1 April 2004. Briefing sessions have been provided. .
	Training provision to support individual development, IT skills and regulatory knowledge in place; and	New training and development strategy implemented and ETM Modules evaluated.	ETM evaluation -evaluation sheets completed by delegates provide a generally good level of satisfaction with these courses. Evaluation carried out by the Industrial Society highlighted areas such as prior training, managing at a distance and line management support for further investigation.
2.4) Bring on talent.	Increase interchange postings by 50% to deliver benefits to HSE Priority programmes; and	Targets for interchange posting and targets for SPATS participants met. Success criteria specified to be evaluated	HSE maintains its commitment to Interchange. The UK figures for new and ongoing UK loans and secondments in 2003/4 are 71 staff working out of HSE on loan or secondment and 36 staff have come into HSE on loan or secondment. In addition we have 12 new and ongoing HSE staff working overseas on secondment and 1 EU national working in HSE on secondment. This activity continues to contribute to HSE's high profile in the European and International Arena.
	increase number of Senior Professional Administration Training Scheme (SPATS) participants from 2 each year.		11 members of staff on the SPATS programme, 3 started in 2003 joining the 8 who started the year before.
2.5) Provide stronger and more honest performance management.	Introduce a new performance management systems for Bands 1 - 6, from April 2003	proposed system piloted and evaluated new system: takes account of findings from pilot - agreed with HSE Board and TUs, and - in place by April 2003.	Pilot identified need for further testing in some areas, so agreement made to postpone implementation by a year Further piloting carried out during the first half of the 2003/4 reporting year Evaluation confirmed the piloted system had delivered its objectives/principles and was an improvement on the previous one agreement was reached with both the Board and HSE TUs for new system from April 2004 Briefing sessions have been provided in main locations throughout HSE.

3) Manage information, knowledge and experience:

Key Priority	Action proposed and targets set	Measurement	Progress 2003/04
Information management	Establish an effective record	Record keeping infrastructure in	The new Central Records Unit (CRU) continues to provide best practice advice which is paying

<p>3.1) improve information management and records management in line with Freedom of Information Act requirements and E-Government targets.</p>	<p>keeping infrastructure by summer 2002;</p>	<p>place and operative by due date and to acceptable cost and quality standards.</p>	<p>dividends. The move to new accommodation at the Bootle HQ (where the main record store is maintained) in May 2005 is being used as a further lever to encourage HSE record users to comply with minimum retention periods.</p>
	<p>meet modernising Government, electronic records management targets by December 2003;</p>	<p>Modernising Government electronic records management targets met.</p>	<p>The Electronic Document and Records Management (EDRM) project moved into its development phase with a project team recruited. The project team has completed a proof-of-concept with National Archives compliant software. Business pilots will begin in May 2004. Full procurement and implementation will follow later in 2004.</p>
	<p>deliver a records management system able to retain our current corporate information base and contribute to evidence based policy making by December 2003;</p>	<p>Records management system meets acceptable cost, and quality standards.</p>	<p>The policy components of a solution are in place (Corporate File Plan, HSE Thesaurus) which will be combined with the EDRM project to provide a full solution by early 2005.</p>
	<p>develop and deliver staff education and training to ensure understanding at all levels of the importance of records and record keeping infrastructure by December 2003;</p>	<p>Staff trained to required standards on time.</p>	<p>The relocation to new accommodation in Bootle is being used as a key lever to raise awareness of records management throughout HSE. A sub-project of the relocation project has been established to take forward the awareness raising of records management as a discipline for all. The creation of a new Information Management Unit to bring together management of CRU and EDRM project means that messages can be co-ordinated more easily</p>
	<p>improve functionality and content of electronic staff directory (eg staff photo's, organisation charts, staff skills and experience pages);</p>		<p>Further enhancements have been approved to the Staff Directory this year to provide self-service update and improved searching.</p>
	<p>convert all internal paper forms to interactive intelligent forms accessible to all staff by 31 December 2002; and</p>		<p>Work has continued to build on the simple functionality of our initial e-forms launched in 2002/3. HSE intends to make full use of central Government tools (such as the Government Gateway for external customers) to assist where possible. In early 2004/5 a more sophisticated tool will be purchased to deliver full e-business functionality for internal and external customers. This will provide the capability for integration with our "back-office"</p>

			systems.
	deliver a complete programme of electronic forms for statutory notifications by 2005 and electronic records and information security by end of 2003.		Forms can already be completed on line and mailed to HSE. Our new –e-business solution will offer greater interaction and support to the user and greater integration with back-office systems. The Information Security project was completed successfully.
3.2) Maintain compliance with Data Protection Act (DPA) and the Code of Practice on Access to Government Information (OG code).	Ensure continued compliance with the OG Code, Freedom of Information (FOI) and the DPA, in accordance with HSC/E's openness policy.	No adverse assessments from the Information Commissioner (IC) on DPA and no adverse rulings from the Parliamentary Commissioner for Administration (PCA) on the Open Government (OG) Code.	No adverse assessments or rulings received
	Report to HSC and Lord Chancellor annually on openness and data protection activity.	Reports provided to acceptable time, cost and quality standards.	Provision of reports achieved
<u>Knowledge management</u> 3.3) utilise knowledge held in HSE, enable the creation of new knowledge and apply this to Business Objectives.	Use HSE's 'All Round Knowledge' (ARK) system to become a full and active member of the Whitehall Knowledge Network	Models of new ways of sharing knowledge piloted and those rolled out across HSE are evaluated.	The ARK system was linked to the Whitehall Knowledge Network in 2003; a number of briefs have been posted on the network. A post implementation review of the ARK project was started which will be completed in 2004/5.
	Continue to examine new and innovative ways of sharing knowledge, eg storytelling, intranet knowledge management discussion forum etc.	User specification prepared to acceptable time cost and quality standards.	A new Knowledge Management Section was established towards the end of 2002/03 tasked with developing a Knowledge Management Strategy for HSE. This work is ongoing. A number of projects are underway to improve the knowledge management infrastructure. These include the introduction of an electronic document and records management system, improvements to the intranet based electronic directory and the development of a new operational work recording system.
	Explore development and use of science networks with HSE and beyond to maximise the effective use of scientific	Advisory groups and science networks in place and functioning at acceptable cost and quality standards.	HSE has established corporate science and engineering topic groups whose role is to look ahead at science risks and identify those which should have priority in health and safety terms. In support of this, and to help the exchange of information and knowledge between individuals and groups addressing common issues, a number of 'communities of practice and

	knowledge.		interest' with both internal and external members have been established, supported by web based software to facilitate the exchange of information and views.
	Specify and pilot an IT based model for engaging stakeholders in 2002.		HSE has upgraded its web presence and introduced reply mechanisms to permit stakeholders to comment on the content and the issues raised. All consultation documents are posted on the web with facilities for providing comments electronically.
<u>Information technology and information services</u> 3.4) implement the REFIT programme	Develop the work to manage the longer-term business relationship between HSE and the REFIT Partners, including producing a code of conduct by October 2003.	Partnership in Action Project implemented to acceptable cost, time and quality standards.	The REFIT arrangements are entering their third year and are working well. A successful Office of Government Commerce (OGC) -led Gateway 5 - Benefits Realisation – was conducted early in the year
3.5) Effective communications	Implement and manage effective internal and external web services; and	New services developed to stakeholder specifications and implemented to agreed time, cost and quality standards.	A range of projects was completed to agreed specifications and costs during the year enhancing the internal and external web services. These include a reorganisation of the HSE website by industries and topics.
	provide HSE with an integrated communications strategy built on the RHS priorities, and engaging stakeholders.	Communications strategy developed and implemented to acceptable quality standards, costs and timescale.	The strategic analysis during the year convinced us that we needed to devote more resource to improving our communication - to making it an intervention in its own right. Colin Douglas was appointed as our new Director of Communications from 5 January 2004 to head up a new Communications Directorate. A new corporate communication strategy emphasised more effective internal communication, developing a communication culture, establishing strategic communication, building partnerships, presenting a clear picture of HSE work and promoting the case for sensible health and safety.
<u>Information Security</u> 3.6) Maintain confidentiality, integrity and availability of information	Establish a formal project to lead the attainment of compliance to ISO 17799 by December 2003;	HSE declared Information Security Management System audited for compliance.	The ISO17799 project has been established, and HSE's compliance is currently being audited
	security policies reviewed and revised;	All policies and practices implemented and used by all Directorates/Divisions. (D/Ds)	Information Security Forum established to provide direction and management for security initiatives. Information Security Policy Statement signed by Director General and issued on Intranet. Document and information security guidance reviewed, updated and posted on Intranet. Security Intranet site established for all security information and guidance material

	business continuity management reviewed and revised.	Business continuity and disaster recovery plans in place and regularly tested.	HSE Board has considered proposing improvement to business continuity management arrangements. Work is in hand to produce a business continuity framework for HSE.
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4) Secure better business planning and better business management:

Key Priority	Action proposed and targets set	Measurement	Progress 2003/04
4.1) To achieve continuous business improvement (BI) through the application of appropriate business techniques to all our plans and practices.	Maintain an active network of well informed business improvement contacts throughout HSE to stimulate continuous improvement;	Evidence in BI plan that all parts of HSE are involved in continuous improvement.	During the year the plans to develop a more strategic focus to our BI efforts came on stream with the creation of the Business Improvement and Efficiency Board (BIEB) chaired by the Director General. Four key enabling BI programmes have been identified <ul style="list-style-type: none"> • Work with large employers • Back-office support services • Occupational health • Improving partnership working with local authorities Locally based improvement initiatives still make up an important part of the overall BI package but will now operate within the strategic framework.
	identify cross-cutting business improvement priorities and opportunities, which have a strategic impact, to supplement D/D initiatives.	Senior level sponsorship of two cross-cutting BI initiatives each year.	To reflect HSC's new Strategy BIEB has decided to nominate the four key BI Programmes identified above.
	Exploit the enhanced opportunities for business improvement that the REFIT IS partnership offers;	Evidence of increasing use of the REFIT partners 'client-advisory service' to identify and exploit IT-enabled improvements.	BIEB includes the LogicaCMG's Public Sector Director as a permanent member. BIEB has signalled a desire for more strategic use of IT and this has been evidenced in a more strategically focussed IT programme. One key example is the new single IT system that will underpin inspection and enforcement to replace a variety of industry and topic specific systems. Due for launch in 2004/5 this new Commercial Off-The Shelf (COTS) based system will provide both coherence and financial benefits to HSE over its projected seven year life.
	apply the principles of HSE's quality framework to HSE's business;	Quality principles are evident in all HSE does.	Quality is now built in to our overall management systems rather than being regarded as bolt-on.
	review the effectiveness of the existing quality framework selected Quality Management Systems and	Evidence that quality statements make a real difference to the quality of our outcomes.	Adoption of a Business Risk Management approach has ensured that the issues of quality are taken account of appropriately and proportionally in our management systems.

	update accordingly;		
	implement recommendations arising from specific reviews (eg Corporate Services Review);	Reviews completed and recommendations implemented.	During 2003/04 the Policy Group, Operations Group and Corporate Services Group centralised their own domestic corporate support arrangements rather than retain smaller dispersed units. This offers financial savings and benefits of skill and coherence. Further improvements are planned to meet the challenges of the Efficiency Review led by Sir Peter Gershon.
	seek to secure maximum value from the procurements HSE undertakes; and	Gains in procurement and transaction costs.	The Office of Government Commerce's (OGC's) Value-for-Money initiative is firmly embedded in HSE's procurement practice and we show good savings on procurement annually. This year a Review of Procurement showed that further savings in prices and procurement administration could be made by further centralisation of the services. This will be taken forward during 2004/5.
	refine planning and reporting systems to ensure they are fit for purpose and not burdensome to Directorates and Divisions.	Planning system reviewed in line with Business planning principles.	HSE has further refined the systems and built on the improvements made during 2001/02 and 2002/03.
	Continue to deliver 3% (5% 2003/04) efficiency gain year on year and a maximum of 8% of HSE payroll cost to be spent on central service functions.	Targets for efficiency gains and expenditure on central services met.	Targets achieved.
4.2) Implementation of HSE's strategy for business risk management	Analysis of risks identified by Board in detail and review of control mechanisms; report to Board on results July 2002); and implementation and testing of any further control mechanisms needed before end of 2002\03	Director General in position to sign full Statement of Internal Control in 2003\04 accounts	There has been continuing application of business risk management techniques and the HSE Board actively engaged in managing the risks to effective delivery of HSC/E's aims. During the year the Board discussed these risks and the corporate risk register was amended and updated to take account of the outcomes of these discussions. The Board also adopted a Risk Management Framework, a strategic statement setting out HSE's overall approach to risk management, defining key roles and responsibilities. A business risk management plan was developed to further embed risk management across HSE in 2004-05. The Director General signed the Statement of Internal Control in 2003\04 Accounts.
4.3) To complete and implement the e-Government strategy	Prepare an e-Government strategy which meets customer	Projects completed to agreed cost, time and quality standards.	The e-Government strategy has been completed and agreed.

	needs and delivers business benefits; make contributions to DTLR e-business strategy in January 2002 and July 2002 and every six months thereafter; complete and publish the initial HSE e-business strategy by April 2002;		<p>HSE is now sponsored by DWP and the strategic link with our sponsorship Department is stronger than ever.</p> <p>The e-business strategy has been published. Acquisition of our new e-business tool in 2004/5 will enable the implementation to be accelerated. HSE already has important e-business offerings e.g. the Incident Contact Centre (for reporting RIDDOR incidents via the web, letter or telephone) and Infoline (for generic information and advice on a wide range of H&S safety topics) and HSE-direct for subscription-based access to more detailed guidance.</p>
4.4 To integrate science and innovation with policy and operational services.	<p>realign research and support procurement and management systems with the Strategic Plan to ensure best fit to HSE business needs (to timetable agreed with Board in October 2001); and deliver efficiency gains from the introduction of new research management systems</p> <p>Arrange suitable training to secure effective implementation of the quality statement on scientific advice and policy making.</p>	<p>New management structures in place to timetable and acceptable standards. Efficiency gains achieved. Courses delivered to agreed quality standards and costs.</p>	<p>New Science and Innovation systems are in place. The Strategic Research Outlook 2003 (published in May 2003) set out HSE's strategic S&I aims for 2003/4. HSE's S&I strategy is being substantially revised and will be put on the HSE website for external consultation prior to publication in Summer 2004. It will set out how HSC/E will apply S&T in meeting the priorities and high-level goals in HSC's Strategy for 2010 and beyond.</p> <p>Dedicated Project Officers are in place and new research work is being managed by them. Corporate Topic Groups (CTGs) have been established to deliver better "horizon scanning" and ensure HSE policy making and operations work is properly informed by S&T. A number of communities of practice and interest are developing across the organisation for sharing knowledge and experience in specific areas of interest to HSE. HSE's Corporate Science and Knowledge Unit provides a central point of guidance in the establishment and operation of these communities.</p> <p>A review of HSE S&T support work was completed in October 2003. The recommendations from the review are being implemented.</p>
4.5) Evaluate what works and to apply lessons learned.	All projects satisfying criteria will have evaluation and monitoring arrangements built in from an early stage.	Evaluation plans will be checked to ensure arrangements are in place.	The volume of evaluation has risen over the last year. HSE has been looking closely at what is covered during evaluation. One element that has been strengthened is to ensure that policy and programmes are based on sound evidence, or that evidence is collected and evaluated as appropriate.