



HSE Business Plan **2019/20**

The challenge

12,000 deaths per year from occupational lung disease and cancer



1.4 million workers suffering from work-related illness



144 people killed at work

71,000 employee injuries reported

30.7 million working days lost



£15.0 billion cost to Britain*

How we are tackling it

Identified serious failings at over half of **19,500 intelligence-led inspections**

91% of dutyholders took action following inspection



940 major hazard sites visited



6,000 investigations
8,940 enforcement notices
517 prosecution cases, with **95% conviction rate** secured



£72.6m in fines for health and safety offences prosecuted by HSE and, in Scotland, COPFS



1,650 pesticide applications processed

Over **23 million visits** to [hse.gov.uk](https://www.hse.gov.uk) and **85% visitor satisfaction**



770,000 visitors to our stress microsite



20,000 concerns about workplaces and activities within our remit

*All figures 2017/18 unless indicated: *Indicative*

Introduction

Our purpose to prevent work-related death, injury and ill health is as valid today as it has always been.

As the infographic opposite indicates, we apply a range of regulatory tools to improve health and safety, bringing together different interventions to achieve impact. We influence and engage stakeholders, create knowledge and awareness of health and safety risks and encourage behaviour change through assessments and direct interventions including inspections and investigations.

Our science, engineering and analytical capability complements our policy and operational activities. It is internationally recognised for developing and supporting practical solutions to workplace health and safety problems.

This plan outlines our key areas of work for 2019/20; reinforcing our existing commitment to:

- lead and engage with others to improve workplace health and safety;
- provide an effective regulatory framework;
- secure effective management and control of risk;
- reduce the likelihood of low-frequency, high-impact catastrophic incidents;
- enable improvement through efficient and effective delivery.

Our work builds on the sound regulatory framework HSE has helped develop and on our focus on reducing workplace harm. We will:

- continue to tackle long-standing problems such as work-related ill health and help smaller businesses to manage risks proportionately;
- deal with emerging risks such as the decommissioning and dismantling of offshore oil and gas infrastructure;
- continue to work collaboratively with other regulators where our interests align;
- hold people to account and take enforcement action when they fail to manage work-related risk.

The year ahead will be significant in supporting government-wide activities on EU matters and contributing to the government's fundamental reform of the building safety system following the Grenfell Tower disaster.

We are pleased that the recent independent Tailored Review¹ concluded that HSE is 'a well-respected and well-structured organisation that fulfils its statutory objectives effectively', but we must continue to evolve our regulatory approach to face fresh challenges or to address existing problems in new ways. We will therefore publish a new strategy setting out our ambitions.

The world and our approach may change but one thing remains the same – the commitment of those who work for HSE to reduce risk, protect people and the environment and to save lives.

We are privileged to lead them to deliver on the commitments outlined in this plan.



Martin Temple
Chair



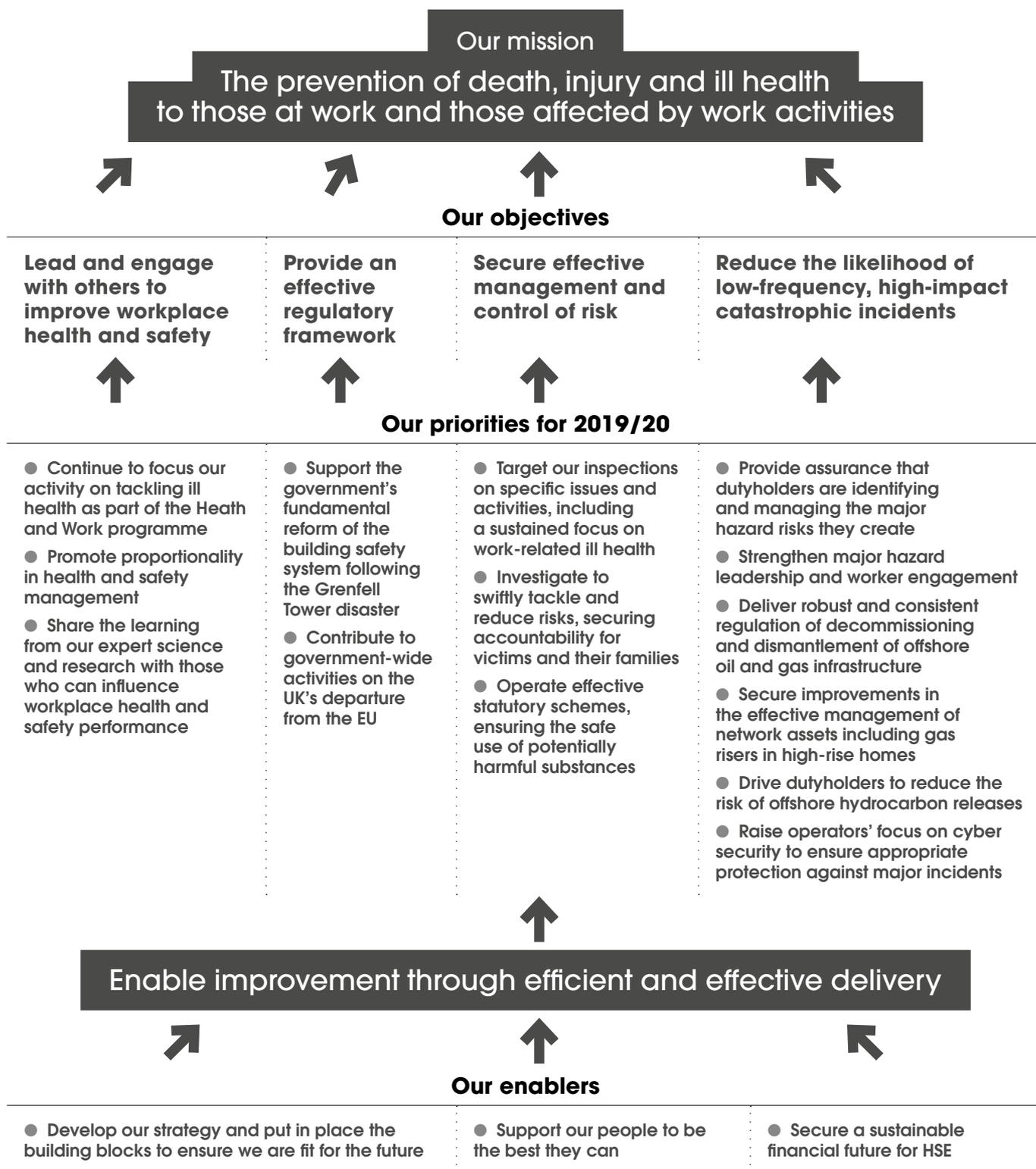
David Snowball
Acting Chief Executive

¹ www.gov.uk/government/publications/health-and-safety-executive-tailored-review

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Our plan on a page



Lead and engage with others to improve workplace health and safety

Our Helping Great Britain work well strategy² recognises a need for broad ownership of health and safety. Anyone who carries out or influences workplace activities or behaviours has a key role. We are committed to playing our part in enabling others create healthier, safer workplaces. Using our expertise, we are helping to reduce the cost of workplace injury and ill health to the economy while helping improve productivity.

We have a key role in advising the GB and devolved governments' wider health and work priorities. As the governments' chief occupational health adviser,³ we have expertise in the causes of work-related ill health, and the measures which can prevent or minimise it. However, the health of the working population is not solely related to workplace conditions.

Our aim is to reduce work-related ill health through the application and enforcement of health and safety legislation, and by supporting and seeking to influence wider health interventions where they are linked with work and employment. For example, we provide advice to the joint Work and Health Unit at the Department for Work and Pensions and Department of Health and Social Care.

We see opportunities in bringing our expertise to work with others across government departmental boundaries to address national issues, for example,

² www.hse.gov.uk/aboutus/strategiesandplans/

³ www.hse.gov.uk/aboutus/strategiesandplans/health-and-work-strategy/health-and-work-strategy.pdf

improving health outcomes as described in the NHS long-term plan for England.

As well as tailoring direct interventions with individual businesses to achieve behavioural change, we provide:

- **focused engagement and collaboration** across networks with a strong interest in improving work-related health and safety. This includes employees and employers, trade unions, industry associations, professional institutions and third-sector bodies, alongside other government agencies and regulators;
- **specific, insight-led behaviour change campaigns** to achieve tangible improvements in awareness and action on the key issues and themes set out in our strategies;
- **guidance and advice** which is accessible, understandable, meets the needs of users, and encourages proportionate risk management;
- **world-class science and evidence** to support our regulatory activities, and provide access to our know-how, specialist facilities and research to improve workplace health and safety performance.

We continue to work closely with local authorities (LAs) as co-regulators. Our joint LA/HSE Statement of Commitment sets out the shared vision for the ongoing co-regulatory partnership. This describes how working together as effective, modern and professional regulators will secure the positive benefits of world-leading workplace health and safety.

Our priorities for 2019/20

- Continue to focus our activity on tackling ill health as part of the Health and Work programme
- Promote proportionality in health and safety management
- Share learning from our expert science and research with those who can influence workplace health and safety performance

Lead and engage with others to improve workplace health and safety

Continue to focus on tackling ill health as part of the Health and Work programme



Overall approach to ill health

2019/20 marks the third year of our focus on tackling three major causes of work-related ill health – musculoskeletal disorders (MSDs), occupational lung disease (OLD) and work-related stress (WRS).

Each of the areas of ill health has its own priority plan.⁴ Our success will be measured through overall changes in attitudes, behaviour and use of control measures.

Alongside our primary regulatory role, we will continue to foster collaborative relationships with other parts of government in England, Scotland and Wales. Joining up approaches will build better outcomes on common health problems, occupational health advice services and the wider wellbeing agenda.

Our deliverables

Establish a Partnership Agreement with the new Public Health Scotland body (and occupational health services) **Q4**

Establish a Partnership Agreement with Healthy Working Wales **Q3**

Musculoskeletal disorders

MSDs are the second most common reported cause of work-related ill health in Great Britain, accounting for 35% of all cases and 25% of all working days lost due to ill health.

2019/20 continues to build on our work from previous years and will inform future years' activity.

Our deliverables

Complete a programme of MSD interventions – with particular emphasis on the manufacturing sector, including regulatory inspections and communications activity. See 'Secure effective management control of risk' (pages 13–18) **-**

In partnership with the transport and logistics sectors, complete an insight-led intervention on behaviour change in parcel carriers **Q4**

⁴ www.hse.gov.uk/aboutus/strategiesandplans/health-and-work-strategy/

Lead and engage with others to improve workplace health and safety



Occupational lung disease

Occupational respiratory disease is estimated to result in approximately 12 000 deaths each year.

Our work in 2019/20 focuses on reducing exposure to carcinogens and asthmagens, through the use of integrated intervention campaigns, with a particular emphasis on reducing the cancer risk from exposure to welding fumes.

Our deliverables

Complete a programme of interventions on woodworking, bakeries and fabricated metals. This includes regulatory inspections and communications activity. See 'Secure effective management control of risk' (pages 13–18)



Work-related stress

Stress, depression or anxiety is the most commonly reported cause of work-related ill health in GB, accounting for 44% of all cases, and 57% of all working days lost due to ill health.

Our focus is on supporting the provision of appropriate tools to support the management of stress.

Our deliverables

Publish bespoke work-related stress material for public sector organisations, including 'Talking Toolkits' informed by HSE's public stress pilots and work on violence in the NHS and Prison Service

Q3

Publish updated advice for SMEs on assessing work-related stress risks using the Management Standards

Q4

Lead and engage with others to improve workplace health and safety

Promote proportionality in health and safety management

Many small and medium enterprises (SMEs) still feel health and safety places excessive or unnecessary demands on them. Often these are driven by health and safety 'rules' set by third parties (referred to as 'blue tape'), not regulations. For SMEs trying to do the right thing, the difference may be unclear.

Our own insight work has confirmed that some SMEs find HSE's website difficult to navigate and it can be challenging to find the information they need. Our areas of focus to support SMEs are:

- improving our guidance material, designing it specifically around user needs;
- continuing to put in place the necessary building blocks to improve website user experience from 2020/21;
- developing new relationships to increase our reach and promote our guidance offer;
- reducing the perceptions that good health and safety management is a burden.

Our deliverables

Building on our insight research into smaller contractors, clients, and designers in the construction sector, develop three intervention products, ready to be trialled by the tripartite Construction Industry Advisory Committee **Q4**

Publish a summary report of blue-tape evidence **Q1**

Report to the Board on progress to address the issues in the blue-tape evidence report **Q4**

Develop new guidance focusing on risk management and control, which will be subject to user testing in 2020/21 **Q4**

Share learning from our expert science and research with those who can influence workplace health and safety improvement



Our approach is outlined in our *Science and evidence strategy*.⁵

We will continue to support the health and safety system through evidence from applied health and safety research, and our work to address challenges from new working practices to enable the healthy and safe introduction of new technologies.

We will make our science available to those who need it, in a form which meets their needs. We aim to ensure that the data and knowledge we generate is promoted and used to maximise its impact.

The quality of our practical, solution-oriented science means the knowledge we generate can help dutyholders improve their performance while protecting the health and safety of their employees and the public.

Our deliverables

Informed by our measuring strategy, implement a coordinated and consistent approach to measurement to assess the impact of the health and work programme, and make this approach visible nationally and internationally **Q2**

To coincide with British Science Week, publish a series of case studies within the Annual Science Review which link to HSE's 2019/20 campaigns **Q4**

⁵ www.hse.gov.uk/research/content/science-evidence-strategy-1620.pdf

Provide an effective regulatory framework

The goal-setting and risk-based health and safety regulatory framework is founded on two enduring principles:

- those who create risks have a responsibility to manage them;
- action should be proportionate to the risks that need managing.

It is mature and well developed and has stood the test of time and recent scrutiny.

We have worked hard to reduce unnecessary complexity, repeal outdated laws, and cut out duplication without reducing standards or compromising protection. All new regulations are subject to post-implementation reviews to establish whether they have achieved their original objectives, remain proportionate and are still required.

HSE plays its part in supporting the government's Better Regulation agenda and the ambitions of the Industrial Strategy, ensuring we support innovation, introduction of new technology and enabling improvements in productivity.

We maintain our regulatory framework in keeping with the government's Better Regulation principles (targeted, proportionate, consistent, transparent and accountable). We share examples of good practice with others and build a common understanding of what a proportionate management approach to health and safety looks like.

We also conduct our activities in line with the *Regulators' Code*,⁶ including taking economic growth into account.

We will continue to contribute to the government's work on the UK's exit from the European Union (EU), including helping to deliver the government's commitment to protect workers' rights.

Our contribution to the government's fundamental reform of the building safety system following the Grenfell Tower disaster will be a continuing priority for HSE over the forthcoming years.

⁶ www.gov.uk/government/publications/regulators-code

Our priorities for 2019/20

- Support the government's fundamental reform of the building safety system following the Grenfell Tower disaster
- Contribute to government-wide activities on the UK's departure from the EU

Provide an effective regulatory framework

Support the government's fundamental reform of the building safety system following the Grenfell Tower disaster

Based on the findings of Dame Judith Hackitt's independent review,⁷ the Ministry of Housing, Communities and Local Government (MHCLG) published *Building a Safer Future - An Implementation Plan*⁸ in December 2018. This outlines the next steps in transforming the regulatory and accountability framework for building safety.

We are committed to helping transform that framework and are a member of the independently-chaired Joint Regulators Group (JRG), set up to develop and test reforms to the regulatory system.

We are also engaging with the Scottish and Welsh governments on their response to Grenfell.

HSE is deploying operational capability in support of the remediation and management of the Grenfell Tower site and to the Metropolitan Police Service investigation, Operation Northleigh.

Through targeted inspections with building control and fire safety regulators, we are also providing assurance that the aluminium composite materials (ACMs) cladding replacement programme is being carried out safely.

Our deliverables

Actively contribute to the fundamental reform of the building safety system as a member of the JRG and its working groups (subject to appropriate funding from MHCLG)

Ongoing

Key deliverables will be in line with the JRG workplan and will include contributing to the response plans for Scotland and Wales

Carry out a programme of inspections of ACM cladding removal to support the MHCLG Building Safety Programme

Q4

⁷ www.gov.uk/government/collections/independent-review-of-building-regulations-and-fire-safety-hackitt-review#final-report

⁸ www.gov.uk/government/publications/building-a-safer-future-an-implementation-plan

Contribute to government-wide activities on the UK's departure from the EU



The development of standards on health and safety is increasingly global and HSE will develop its international engagement to ensure it continues to deliver strong influence on outcome-focused standards.

The UK's withdrawal from the EU will require changes to the chemicals regime to ensure its continued operability.

We will progress our two-year transition programme to move from post-EU Exit status of 'interim operating capability' to 'future operating capability'. This will enable HSE to deliver an effective regulatory framework for the supply and use of chemicals.

Our deliverables

HSE will contribute as necessary to delivery of the government's objectives for exit from the EU

Ongoing

Working with Defra, the devolved administrations and other key regulators including the Environment Agency, deliver a suite of regimes for regulating the supply and use of chemicals

Q1

Secure effective management and control of risk

One of the foundations of our role as a regulator is to secure the effective management and control of risk. We use different interventions to assess and secure effective management and control of hazards and remove risk from the workplace. These include inspections, investigations, permissioning and licensing regimes. Our activities are based on intelligence and targeting in line with published sector strategies.

Our oversight of the chemicals industries enables the safe and sustainable use of thousands of pesticides and biocides. Through our work we reduce the potential harm to people or the environment and ensure essential products remain on the market and can be used safely.

We investigate incidents, causes of ill health and health and safety concerns (complaints), in line with our published selection criteria. In addition to drawing upon our science and engineering specialists and facilities to provide forensic analysis, we work with other regulators, the police and local authorities, to determine causes, learn and share lessons and ensure necessary measures are in place to prevent recurrence.

Where businesses are not managing risks to people's safety or health, we secure improvements in line with our enforcement policy and enforcement management model.

Through proportionate enforcement action, we seek to prevent harm, secure sustained improvement in the management of health and safety risk and hold people to account when they fail to meet their obligations to protect people.

Where appropriate, we prosecute those who behave in a reckless way or where there has been a serious breach of duty.

Our approach supports a level playing field for those who invest appropriately in managing risk and working safely, deterring those businesses who fail to meet their obligations or deliberately break the law and place people at risk.

We amplify the outcomes from our frontline inspection, investigation and enforcement activities with modern communication techniques, including insight-led campaigns focused on behavioural change (see 'Lead and engage with others to improve workplace health and safety' on pages 7-10).

Our priorities for 2019/20

- Target our inspections on specific issues and activities, including a sustained focus on work-related ill health
- Investigate to swiftly tackle and reduce risks, securing accountability for victims and their families
- Operate effective statutory schemes, ensuring the safe use of potentially harmful substances

Secure effective management and control of risk

Target our inspections on specific issues and activities, including a sustained focus on work-related ill health

Our inspection campaigns for 2019/20 align with the specific issues outlined within our sector plans⁹ and health priorities. These will be supported by communications activity and, where appropriate, we will revisit sites previously inspected to evaluate whether there is evidence of sustained and improved compliance.



Manufacturing

Fabricated metals

Previous inspection campaigns found significant levels of uncontrolled risk, particularly in relation to activities and processes that can cause ill health.

Inspections will focus on the control of carcinogens and asthmagens specifically associated with welding fumes and metalworking fluids.

Food and drink manufacture

Inspections will focus on the movement, storage and handling of heavy loads and from repetitive tasks which cause MSDs.

We will also focus on the control of asthmagens arising from flour dust in bakeries.

Woodworking

Inspections will focus on ill-health risks, particularly occupational asthma and sino-nasal cancer which can result from poor control of exposure to wood dusts.

Our deliverables

Woodworking – Programme of inspections to approximately 1 in 10 premises	Q1
Food and drink – Programme of inspections to approximately 1 in 5 premises	Q2
Fabricated metals – Programme of inspections to approximately 1 in 15 premises	Q4

⁹ www.hse.gov.uk/aboutus/strategiesandplans/sector-plans/

Secure effective management and control of risk



Waste and recycling

Building on previous campaigns, inspection activity will focus specifically on the management of maintenance activities and safe isolation practices to prevent fatal and serious incidents within this industry.

We will also inspect selected premises to assess how effectively the health risks associated with exposure to bioaerosols are being managed.

Our deliverables

Programme of inspections to approximately a third of premises where intelligence received from other regulators indicates known poor performance

Q3



Agriculture

The agriculture sector continues to have a high rate of workplace fatalities, injuries and ill health.

Inspections will include those businesses invited to attend our insight-led agricultural compliance events and will focus on the range of workplace risks covered in those events.

We will also inspect selected premises to assess the management of risks associated with livestock in response to persistent fatal incident rates in this area.

Our deliverables

Programme of inspections to 10% of businesses invited to attend an agricultural compliance event. These will be split (pro-rata) between attendees and non-attendees

Q4

Secure effective management and control of risk



Construction

Construction remains a hazardous industry, and while performance has improved, the level of incidents and ill health remain high. Our inspection activities will focus on:

- SMEs carrying out refurbishments;
- embedding the requirements of the Construction Design and Management Regulations 2015 (CDM) through targeted inspections of dutyholders providing principal designer services;
- prevention and control of occupational lung disease (especially asbestos and dust) and musculoskeletal disorders.

Our deliverables

Two health-focused inspection initiatives to approximately 2000 dutyholders covering a representational range of site types and activities

**Q1 &
Q3**



Fairgrounds

Industry performance in relation to public safety is comparatively good, given the number of visitors to fairgrounds and theme parks, and number of rides taken annually. However, recent incidents highlight the risk of failure or incorrect operation of some rides which can result in fatalities and multiple serious injuries.

Public safety is our inspection priority alongside the control of risks to the public both from fixed and travelling fairgrounds. Our emphasis will be on the standards of inspection and maintenance of rides and the control of risks associated with inflatables.

Our deliverables

Programme of inspections both to fixed and travelling fairgrounds

Q3

Secure effective management and control of risk

Investigate to swiftly tackle and reduce risks, securing accountability for victims and their families



Investigation work, whether measured by its impact on health and safety or by the speed, ease and efficiency of our processes, continues to be one of our priorities.

We will continue to investigate incidents and health and safety concerns in line with our published selection criteria and we will seek timely completion of both fatal and non-fatal investigations.

When consistent with HSE's enforcement policy, we will prosecute those who commit serious breaches of the law.

Our deliverables

Fatal investigations – Complete 80% of fatal investigations within 12 months of HSE receiving primacy **Ongoing**

Non-fatal investigations – Complete 90% of non-fatal investigations within 12 months of the incident **Ongoing**

Operate effective statutory schemes, ensuring the safe use of potentially harmful substances



Chemicals industry

Our oversight of the chemicals industry enables the safe and sustainable use of thousands of pesticides and biocides.

HSE has a statutory role to identify chemical risks and ensure those responsible reduce these risks to levels that are acceptable to society.

We will continue to:

- evaluate and make regulatory decisions on the authorisation of biocidal and plant protection products, and approval of active substances before they can be sold on the UK market;
- monitor maximum residue levels of pesticides in food.

Our deliverables

Aim to complete plant protection product evaluations and authorisations within the relevant deadlines **Ongoing**

Aim to complete biocide product evaluation and authorisations within the relevant deadlines **Ongoing**

Secure effective management and control of risk



Asbestos licensing

Work with asbestos requires a high degree of regulatory oversight. Asbestos can still be present in any building built or refurbished before the year 2000.

Classed as a category 1 carcinogen, asbestos-related disease still kills around 5000 people each year.

As part of this oversight, HSE operates a statutory asbestos licensing regime – granting and renewing licenses to carry out higher-risk work with asbestos subject to sufficient demonstration and assessment that required standards can be met.

We evaluate all licence applications and carry out a proportionate inspection programme of notified licensed asbestos removal work to ensure compliance.

Our deliverables

Programme of inspections of individual licensed contractors to ensure compliance with Control of Asbestos Regulations 2012 by individual licensees **Q4**

Complete asbestos licence applications to time **Ongoing**

Reduce the likelihood of low-frequency, high-impact catastrophic incidents

Great Britain has highly specialised, strategically important industries which are essential to the country's economy and social infrastructure but whose processes and hazard potential can cause great harm to their workers, the environment and the public.

A single incident with catastrophic consequences can undermine entire sectors by eroding public trust and acceptance of the need for such activities.

HSE's regulatory approach is to provide assurance that risks are being properly managed. The approach is described in our Major Hazard Regulatory Model.¹⁰

The aim of our regulatory activities in major hazard sectors is to:

- confirm dutyholders have properly focused their risk management efforts on major accident hazards, are controlling risks and complying with the law;

- take proportionate action, including enforcement, to ensure dutyholders make improvements where there is evidence of significant shortfalls in control measures;
- provide advice to the planning system to protect people around major hazard sites, major hazard pipelines and licensed explosive sites.

We work collaboratively with other regulators, agencies, government departments and devolved administrations to promote cooperation, minimise duplication, coordinate joint regulatory activities, and share information and intelligence. We will not intervene if another regulator has specific responsibility.

We work closely with established stakeholder fora in major hazard industries to drive and influence behavioural change.

¹⁰ www.hse.gov.uk/regulating-major-hazards/major-hazards-regulatory-model.pdf

Our priorities for 2019/20

- Provide assurance that dutyholders are identifying and managing the major hazard risks they create
- Strengthen major hazard leadership and worker engagement
- Deliver robust and consistent regulation of decommissioning and dismantlement of offshore oil and gas infrastructure
- Secure improvements in the effective management of network assets including gas risers in high-rise homes
- Drive dutyholders to reduce the risk of offshore hydrocarbon releases
- Raise operators' focus on cyber security to ensure appropriate protection against major incidents

Reduce the likelihood of low-frequency, high-impact catastrophic incidents

Provide assurance that dutyholders are identifying and managing the major hazard risks they create



We use intelligence from multiple sources to deliver a programme of regulatory activities including:

- targeted Inspections to test dutyholders' risk management systems;
- assessment of safety cases and reports by which dutyholders demonstrate how they control major hazards;
- issuing licences, classifications and authorisations for explosives manufacture, storage and transport and genetically modified organism assessments;
- advising planning authorities on proposals for hazardous substance consents and developments around major hazard sites.

Our deliverables

A programme of proactive inspections to address priority areas at major hazard sites **Q4**

Roll out a three-year intervention strategy to 95% of Control of Major Accident Hazards (COMAH) establishments **Q4**

Assess safety cases and reports to agreed timescales **Ongoing**

Assess licences, classifications, notifications and authorisations to statutory or published timescales **Ongoing**

Strengthen major hazard leadership and worker engagement



Our priority is to promote effective leadership across high hazard industries and gain commitments to sustained improvement, so that ownership of risks is taken by those with the responsibility to reduce them.

Offshore workforce engagement will also be a key inspection priority, promoting a strong proactive safety culture supported by all who work in, and have an influence on, the offshore working environment.

Our deliverables

Complete an initial targeted programme of inspections at COMAH sites, assessing senior executives and board leadership in major hazard control, as a core element of safety management systems **Q4**

Complete an inspection programme in the offshore sector focusing on worker engagement - in particular requiring those we inspect to demonstrate that the workforce is capable of playing their part in managing offshore major accident hazards **Q4**

Reduce the likelihood of low-frequency, high-impact catastrophic incidents

Deliver robust and consistent regulation of decommissioning and dismantlement of offshore oil and gas installations



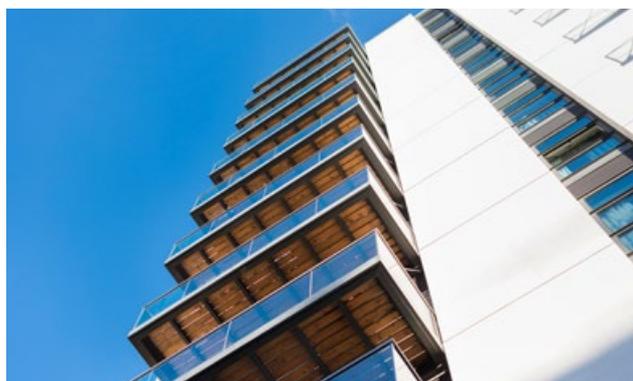
Offshore oil and gas infrastructure decommissioning and dismantlement has increased significantly over the last two years and is set to accelerate.

Working with other regulators, HSE will provide a collaborative environment where industry can engage with regulators and explore the technical and regulatory requirements of offshore oil and gas decommissioning to better manage the risks.

Our deliverables

Develop a regulatory intervention strategy for decommissioning and dismantling **Q3**

Secure improvements in the effective management of network assets including gas risers in high-rise homes



The Grenfell fire highlighted specific issues relating to multiple-occupancy, high-rise buildings, where interaction between utilities and building control had failed to monitor and manage the development of risk factors.

Gas network installations incorporating both buried and above ground pipes of poor or unknown condition must be subject to inspection, maintenance and replacement to provide assurance risks are being effectively managed.

This year HSE will carry out a programme of work to indicate whether dutyholders are effectively managing network assets including gas risers and pipeline isolation valves.

Our deliverables

Feedback to industry via the stakeholder forum Gas Transporters Operational Safety Group on HSE's findings from our interventions in 2018/19 **Q1**

Building on previous activity, complete a programme of work to track progress with required improvements. This will include targeted inspections to seek industry-wide improvements in the design, installation, inspection maintenance and risk profiling of legacy systems **Q4**

Reduce the likelihood of low-frequency, high-impact catastrophic incidents

Drive dutyholders to reduce the risk of offshore hydrocarbon releases



Although the number of hydrocarbon releases (HCRs) in the offshore oil and gas industry has continued to fall year on year, the reduction has largely been achieved by eliminating minor leaks. Major releases continue to occur, and there have been several in recent years that have come perilously close to disaster, risking multiple fatalities.

Underlying causes include insufficient focus on operating integrity. Ineffective leadership, inadequate audit and monitoring systems, together with weaknesses in operational controls, have typically been significant causal factors.

Our priority is to secure greater focus by operators to improve their process safety leadership, systems for assurance and operational integrity so the risk of HCRs is reduced.

Our deliverables

Host an industry workshop to agree and launch an action plan for industry to reduce the number of major HCRs **Q2**

Hold a series of feedback events with dutyholders to share good practices and learnings on HCR reduction **Q4**

Raise operators' focus on cyber security to ensure appropriate protection against major incidents



The National Cyber Security Centre has indicated threat levels to cyber security within the UK's major hazard industries are increasing.

Greater integration of IT and industrial control systems requires greater precautions against cyber attacks on systems delivering major accident controls.

Our priority is to raise operators' focus on cyber security to ensure appropriate protection against major accidents. We will do this through targeted inspections and influencing through our engagement in stakeholder fora.

In addition, on behalf of the Department for Business, Energy and Industrial Strategy, we will carry out inspections and investigations under the Network and Information Systems (NIS) regulations.

Our deliverables

Publish report of our findings from earlier trial inspections on cyber security at major hazard installations **Q2**

Complete a programme of cyber security inspections at operators' sites deemed as Critical National Infrastructure, using the data and intelligence obtained from the NIS Cyber Assessment Framework self-assessment reports **Q4**

Complete a programme of inspections of targeted major hazard sites (non-NIS) to assess risks from accidental introduction of malware or cyber attacks on industrial control systems **Q4**

Enable improvement through efficient and effective delivery

To maximise our potential to affect positive change HSE must continue to use our resources efficiently and effectively.

We are currently developing a new strategy to reflect how we want HSE to adapt to a changing world of work while retaining our core regulatory skills and purpose. This is likely to involve a significant programme of change.

Our people

Our people are at the heart of what we do and the difference we make. We need to continue to make HSE an excellent place to work – building a more diverse and inclusive workplace, where everyone feels valued, treated with dignity and respect.

Our people are at their best when they can be themselves. HSE is fully engaged with the wider Civil Service aim of being a Brilliant Civil Service and the UK's most inclusive employer by 2020.

Our finances

Since 2010, we have delivered more than £100m of savings to government through a combination of reducing our running costs and generating income through cost-recovery and commercial activity.

The recent Tailored Review of HSE concluded:

‘HSE has made considerable efforts to meet the efficiency challenge imposed by the 2015 Spending Review through a series of efficiency measures.

In light of these savings, there will be fewer, immediate obvious opportunities for further savings should these be required in the next Spending Review, without an impact on output, which may risk compromising outcomes.’

However, HSE will have a continued and rigorous focus on driving efficiency and continuous improvement in the delivery of its functions.

As we enter the Spending Review for 2019, it is essential that we secure a sustainable financial footing for HSE.

Our priorities for 2019/20

- **Develop our strategy and put in place the building blocks to ensure we are fit for the future**
- **Support our people to be the best they can**
- **Secure a sustainable financial future for HSE**

Enable improvement through efficient and effective delivery

Develop our strategy and put in place the building blocks to ensure we are fit for the future



HSE strategy

We are developing a new strategy for how we want HSE to look and act in the future.

We will need to know whether our strategy is successful and will scope work to demonstrate the value and impact of HSE's activities.

Our deliverables

Publish HSE strategy **Q2**

Present proposal to develop an outcome-based performance framework which aligns to the new strategy to the HSE Board for agreement **Q3**

Building blocks

Our priority is to put in place building blocks to ensure we are fit for the future including:

- a framework to enable us to manage our future workforce needs in line with our organisational objectives, and maintain a capable, high-performing and adaptable workforce;
- a framework to help us understand our development needs in line with our organisational objectives;
- a more integrated and consistent approach to change management;
- a more robust IT platform by addressing the findings of the IT assurance review.

We recognise that our new strategy may require us to undertake significant change and will begin to prepare for that over this year.

Our deliverables

Develop a framework to support a strategic approach to workforce planning **Q2**

Develop a framework to support a strategic approach to understand and progress our development needs **Q2**

Develop and apply a new change management framework to help deliver the strategy **Q2**

Implement IT assurance review recommendations as agreed by Management Board **Q4**

Enable improvement through efficient and effective delivery

Support our people to be the best they can



Health, safety and wellbeing (HSW)

Led through our people and underpinned by our systems, we will continue to build a healthy and safe working environment.

Our deliverables

Strengthen our systems and develop our culture through the following:

- Update our HSW roles, responsibilities and capabilities to manage risk **Q1**
- Implement a new HSW leadership excellence development programme **Q2**
- Publish new arrangements for how we prevent mental ill health, promote wellbeing and support colleagues where the need arises **Q3**

Achieve an average working-days lost of 6.0 days per full-time equivalent **Ongoing**



Engagement

Keeping our colleagues informed, listening to their views and involving them in our purpose, priorities and plans is central to our engagement strategy. This year our focus is on three areas:

- **our vision and strategy** – explaining and helping colleagues understand our ambitions and how we'll work together to achieve them;
- **our people** – showcasing the brilliant work our colleagues do every day to save lives;
- **our future** – helping colleagues understand how we need to work in the future and what this means for them.

Our deliverables

- Management Board complete programme of face-to-face visits and virtual discussions with all colleagues **From Q1**
- Hold a series of all staff events **Q3**
- Achieve an Engagement Index of 57% (a 3% improvement) as measured through the Civil Service People Survey **Q3**

Enable improvement through efficient and effective delivery



Diversity and Inclusion

With improvements in engagement and attendance, we will continue to make HSE a place where our people can be their best. Working with trade unions and our diversity networks, we endeavour to make HSE an inclusive and diverse workplace where You Can with HSE.

We have improved our targeting of women in under-represented groups, in terms of recruitment, and are further developing our gender pay gap action plan.

Our deliverables

Achieve Disability Confident Level 3	Q3
Complete a pilot of black, asian and minority ethnic panels for recruitment and promotion and report findings and recommendations to Management Board	Q3
Achieve a 3% reduction (to 10%) in the percentage of staff who have personally experienced bullying or harassment at work during the past 12 months as measured by the Civil Service People Survey	Q3

Secure a sustainable financial future for HSE



Spending Review (SR) 2019

The next SR will take place this financial year. HSE will, like other public bodies, put forward its case for its future government funding.

We will ensure we deliver the outcome of the SR in the most appropriate way to ensure we continue to play our part in reducing risks and protecting people.

We will deliver our regulatory activities in a way which maximises value for money as far as possible.

Our deliverables

Develop our SR 2019 case	tbc
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Enable improvement through efficient and effective delivery



Cost recovery

In line with the recommendations of the Regulatory Futures Review and the independent Tailored Review of HSE, the Cost Recovery Programme aims to ensure that HSE recovers the full cost of its activity from existing regimes and identifies other regulatory activity where cost recovery is appropriate.

Our deliverables

Submit proposals for future fees and charges strategy to HSE Board

Q1



Sustainable funding of an effective scientific evidence base

We have started a review looking at how the scientific evidence base can be sustained in an affordable way over the next ten years. This is driven by the need to ensure all activities funded by public money are proportionate, outcome focused and deliver value for money.

We will continue to capitalise on our know-how and specialist facilities in the UK and internationally (see 'Lead and engage with others to improve workplace health and safety' on page 10).

Alongside the financial benefit, we will continue externally funded activities which allow us to use our expertise to prevent work-related deaths, injury and ill health by:

- working directly with individual dutyholders to help them understand and mitigate their risks;
- sharing our knowledge through training and events;
- conducting externally funded research, for example on risks posed by new technology.

Our deliverables

Submit proposals regarding the future strategy to sustain the scientific evidence base in an affordable way to HSE Board

Q3

Maintain the rate of growth of our externally funded income achieved in the period 2015/16–2018/19

Q4

Financial outlook for 2019/20

The Spending Review 2015 (SR) and Autumn Statement 2015 set out the government's plans to ensure the UK's long-term economic security. Over the SR period, HSE, like many other public bodies, has received reduced government funding.

Our response has been to:

- maintain regulatory activities at existing levels;
- invest in updating our infrastructure, including information technology;
- reduce reliance on taxpayer funding through commercial growth, increased cost recovery, and delivering cash-saving efficiencies in estates, procurement and natural turnover.

Taxpayer funded income to HSE¹¹
(Grant in Aid)
£ million

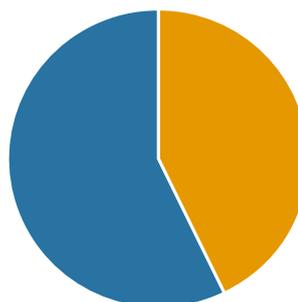
Year	£ million
2019/20	129.2
2018/19	129.3
2017/18	135.6
2016/17	140.1
2015/16	142.6

We will be preparing for the next SR during 2019/20.

Our budget for 2019/20 comprises:

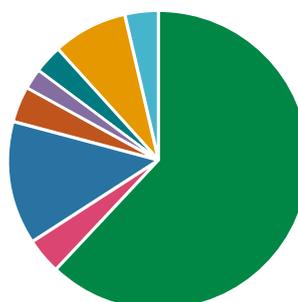
- Planned total expenditure of £226m.
- £97m (43%) recovered through income.
- £129m (57%) funded through grant in aid.
- Costs recovered from regulatory work will increase in line with the recommendations made in the Regulatory Futures Review (See 'Enable improvement through efficient and effective delivery' on page 27).

HSE Funding 2019/20 (£226m)



- Income £97 million
- Taxpayer funded £129 million

HSE Expenditure 2019/20 (£226m)



- Staff costs £140 million
- Staff related £9 million
- Estates £30 million
- IS/IT £9 million
- Technical support £5 million
- Depreciation £7 million
- Other £18 million
- Capital £8 million

¹¹ Excluding EU Exit funding

Monitoring our delivery

HSE publishes a range of statistics relating to the health and safety performance of Great Britain. Using a variety of data sources, including surveys and surveillance schemes, we provide statistics on:

- work-related ill health and disease;
- workplace injury;
- enforcement of health and safety legislation;
- working days lost and costs to Britain as a result of health and safety incidents;
- working conditions and management of health and safety in the workplace.

The latest 2018 statistics can be found on our website¹² and a visual summary is provided below:

Risk and performance management plays a key role in our governance process to support us to meet our objectives, while protecting our assets and reputation.

We monitor our performance and delivery through a suite of integrated risk and performance reporting which emphasise the links between our most significant risks and their potential to impact on performance.

Within this reporting framework, the Board, Management Board, Audit and Risk Assurance Committee (ARAC) and the DWP Partnership Board receive reports which enable them to:

- consider and challenge how the most significant risks are managed across HSE;
- decide on any new control measures;
- consider any emerging risks;
- agree expected risk ratings given the respective direction of travel;
- review the effectiveness of respective control measures and the outcome of assurance reviews – including reference to, and consideration of, selected key performance indicators.

ARAC's function also includes monitoring the management of risk and providing assurance to the HSE Board on the effectiveness of our risk management processes and control framework.

In response to the Tailored Review, we will be refreshing our performance framework to move to a more outcome-based performance framework (see 'Enable improvement through efficient and effective delivery' on page 24). Until the new framework is embedded, we will continue to monitor our delivery through our existing suite of performance indicators.



¹² www.hse.gov.uk/statistics/overall/hssh1718.pdf

Monitoring our delivery

Our key performance indicators and targets for 2019/20 include:

	2016/17	2017/18	2018/19	2019/20 Target
Milestones in plan delivered	99%	100%	94%	90%

Secure effective management and control of risk

Fatal investigations: Completed within 12 months of HSE assuming primacy	72%	81%	65%	80%
Non-fatal investigations: Completed within 12 months of the incident	90%	90%	90%	90%
Health and safety concerns: Completed within agreed timescales	79%	80%	75%	75%

Enable improvement through efficient and effective delivery

Financial: Deliver a balanced budget	Yes	Yes	Yes	Yes
People: Engagement: Engagement Index (as measured by the Civil Service People Survey)	52%	51%	54%	57%
People: Health and safety of our staff: Average working-days lost per full-time equivalent	7.7	7.6	6.2	6.0
People: Bullying, harassment and discrimination: Percentage of staff who have personally experienced bullying or harassment at work during the past 12 months (as measured by the Civil Service People Survey)	12%	12%	13%	10%

