

# PROTECTING PEOPLE AND PLACES



## HSE Business Plan 2023/24



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# The challenge



**12k**

Lung disease deaths each year estimated to be linked to past exposures at work



**1.8 million**

Working people suffering from work-related ill health



**123**

Workers killed at work



**0.6 million**

Workers sustaining a non-fatal injury (Labour Force Survey)



**0.9 million**

Workers suffering from work-related stress, depression or anxiety in 2021/22



**0.6 million**

Workers suffering from a work-related illness caused or made worse by the effects of the pandemic



Delivering the new, more stringent building safety regulatory regime in England with around **12,500** buildings in scope



Regulation of over **340** offshore installations and onshore pipeline networks to ensure they are operating in compliance with their accepted safety cases



Over **20k** chemical substances on the GB market requiring regulatory oversight



Around **300** biocide and pesticide active substances notified for GB review following EU Exit



**59** potential hydrogen projects across the UK involving electrolytic, storage and distribution and CCUS enabled projects currently planned



**1627** Major hazard installations with the potential to cause significant harm to workers, communities and the environment

# Foreword

## **What we do matters. It matters to everyone in Great Britain.**

As the Health and Safety Executive (HSE) we're dedicated to protecting people and places, and helping everyone lead safer and healthier lives.

Our ambitious strategy, *Protecting People and Places: HSE strategy for 2022-2032* ensures that we will meet the challenges ahead and remain relevant. It reflects our broad role which goes beyond worker protection to include public assurance. We work to ensure people feel safe where they live, where they work, and in their environment.

This business plan, for the second year of our strategy, builds on the foundational work of last year and our strong record of delivery over the last twelve months.

We've invested significant effort in evolving our regulatory processes to ensure our focus remains on tackling high-risk activities efficiently and effectively. This means that we are able to re-prioritise resource across our key priorities. The business plan has a strong focus on performance, improving the effectiveness of our investigation closure and changing our ways of working to deliver our objectives.

This plan supports our objective to reduce work-related ill health, with a focus on mental health and stress. We will do this by helping businesses normalise their approach to managing health risks, reducing sickness absence and enabling people to stay in work. We will build on our successful Working Minds campaign by increasing our reach in target sectors through collaborations and partnerships.

This year we will complete our work to establish the Building Safety Regulator (BSR) for England. We will also begin to deliver several of BSR's key operational functions including the register of high-rise buildings and assuming lead responsibility for technical building standards.

Our ambitions for HSE were reflected in the Spending Review 2021 outcome. We successfully secured funding for 2023/24 to deliver key government priorities, these include BSR; regulating the supply chain for UK chemicals, product safety and civil explosives, post-EU Exit; and supporting the safe transition to a carbon net zero society.

This year will see further investment in our digital infrastructure as we finalise the replacement of our core regulatory legacy system. We will also develop new digitally enabled processes to support our additional responsibilities.

In 2022/23, the Department for Work and Pensions (DWP) commissioned a Public Bodies Review to consider the form and function of HSE. It looked at our effectiveness as an organisation, our ability to

fulfil our purpose and objectives, and whether HSE is still required as a public body. We will take the opportunity to further improve as we address the small number of recommendations from the review.

As a proportionate and enabling regulator, we will apply a range of regulatory approaches to improve health and safety, bringing together different interventions to achieve impact. Our accessible guidance, communication and engagement gives employers the confidence to manage risk appropriately. This approach helps boost productivity, supports the economy, and contributes to a fairer society. We lead the way, but we do not act alone. Collaboration and partnerships significantly increase our reach, influence and impact. Advocacy is at the heart of how we protect people and places.

We will concentrate on the most serious risks and target industries with the greatest hazards, and sectors with the worst risk management record. We will be fair and just when using our legal powers. Inspection and compliance checks help us ensure that serious risks are managed sensibly. When things go wrong, investigation helps us to get to the truth and learn lessons which we share with industry. We will hold employers to account for their failures and secure justice for victims and their families, making people and places safer.

We recognise that there is an element of uncertainty in setting out our plan now in the context of constrained public spending, the impact of high inflation and the level of change that we are going through. Despite this, we remain confident that we will respond with agility if we need to reprioritise our resources. We understand that re-prioritisation may impact on some of targets and deliverables in this plan.

This is an exciting time for HSE, with the growth and investment we have secured for the organisation, and as we commence delivery of the second year of our strategy. While the world and our approach in delivering our strategy will evolve, one thing remains the same – the commitment of those who work for HSE to protect people and places.

We are extremely proud of the way our colleagues continue to adapt and respond to the challenges, and we are privileged to lead them to deliver the commitments set out in this business plan.



**Sarah Newton**  
*Chair*



**Sarah Albon**  
*Chief Executive*

# Our strategy and objectives

The world of work is changing, and HSE’s mission is expanding. In 2022 we published our ten-year strategy *Protecting People and Places: HSE Strategy 2022-2032*. This is a strategy that reflects both our broad, existing role alongside our increasing provision of public assurance across a range of wider health and safety and environmental issues.

The strategy has set five **objectives** that we will deliver over the ten-year period:



**Reduce work-related ill health, with a specific focus on mental health and stress.**



**Increase and maintain trust to ensure people feel safe where they live, where they work and in their environment.**



**Enable industry to innovate safely to prevent major incidents, supporting the move towards net zero.**



**Maintain Great Britain’s record as one of the safest countries to work in.**



**Ensure HSE is a great place to work, and we attract and retain exceptional people.**

Sitting under these strategic objectives are six **strategic themes** which will guide our regulatory activities from 2022-2032:

- A relevant HSE**
- A fair and just HSE**
- A people-focused HSE**
- A collaborative HSE**
- A financially viable HSE**
- An accessible HSE**



## Reduce work-related ill health, with a specific focus on mental health and stress

**In 2023/24, HSE will undertake important work to enable employers to take action to prevent work-related ill health and design out the risks.**

As we begin the second year of our 10-year objective on health, we will build on our work from 2022/23 and continue to tackle work-related health risks and take action where it's needed most. We will lead the way, but we don't act alone. We will work with our partners to establish best practice, and use evidence, inspections and communication that help change behaviours to prevent work-related ill health.

Creating healthy and inclusive workplaces is in everyone's interest. The cost to society and business of not taking action is too high. New cases of work-related ill health (excluding long-latency illness such as cancer) cost Great Britain's economy an estimated £11.2 billion in 2019/20.<sup>1</sup> Though the UK continues to be one of the safest countries in the world to work in, we need to work together in partnership to be one of the healthiest.

Work-related mental and physical health conditions can be devastating for workers and their families. Disabled workers or workers with long-term health conditions can be excluded from society if their workplace is not inclusive.

In 2021/22<sup>2</sup> work-related lung disease, poor mental health and work-related stress, and musculoskeletal disorders (MSDs) remained the most common causes of working days lost in Great Britain. HSE's focus on these areas is unwavering, we're developing long-term approaches that recognise the interconnections between these health risks. We're also providing crucial advice and guidance to employers on how they can manage risk effectively.

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- 1 <https://www.hse.gov.uk/statistics/overall/hssh2122.pdf> - Annual costs of new cases of ill health in 2019/20, excluding long-latency illness such as cancer
  - 2 [Health and safety statistics 2022](https://www.hse.gov.uk/statistics/overall/hssh2122.pdf) (hse.gov.uk) - 914,000 Workers suffering from work-related stress, depression or anxiety (new or long-standing) in 2021/22; 477,000 Workers suffering from a work-related musculoskeletal disorder (new or long-standing) in 2021/22; 19,000 Estimated new cases of breathing or lung problems caused or made worse by work each year on average over the last three years according to self-reports from the Labour Force Survey



## Work-related ill health

We will use and develop our knowledge, expertise, research and evidence in 2023/24 to continue to expand the national conversation about work-related health risk management. We held our second national health and work conference in November 2022, where over 2,000 stakeholders engaged with a range of workshops and sessions. These activities were designed to stimulate **preventative action on work-related ill health**. We will build on this in 2023/24, focusing on the benefits of tackling work-related ill health and the significant costs to society as a whole in not doing this. We will hold a further National Health and Work conference to educate and enable employers to identify preventive action they can take. This will be supported by expansion of our 'Working Minds' campaign to engage partners in simple steps they can take to **support mental health at work and tackle work-related stress**.

We will co-design and share approaches with our partners that are effective in reducing people's exposure to ill-health risks. We will support innovation in work-related ill health prevention, seeking out opportunities to test and trial what works in different workplaces. We will work directly with dutyholders and through supply chains. We will engage with five large organisations (public and private sector) to fully understand how they are tackling work-related stress and supporting good mental health at work. In addition, we will undertake physical and virtual spot checks to understand how smaller organisations use and follow our guidance.

This work will enable us to benchmark across the public and private sectors and to identify best practice that already exists. Using this insight together with commissioned partnership research and evidence, we will further develop our policy and practice. All of this insight will inform how we design and target our 2024/25 operational interventions, including inspections. **Working in partnership** with others, on developing the evidence base and delivering our interventions, we expect to reduce the level of risk leading to work-related stress over time.

We will continue our targeted work to **tackle respiratory health risks**. By delivering interventions we will ensure that dutyholders are taking effective preventative steps to control the risks of exposure from known causes of lung disease. Specifically, we will deliver interventions targeting woodworking activity and where exposure from Respirable Crystalline Silica (RCS) is a risk. We will also build awareness of using local exhaust ventilation effectively as a workplace control.

We will continue to ensure that the asbestos legacy in Great Britain is tackled by dutyholders. Through a range of interventions we will ensure that dutyholders **manage the risks from asbestos** and take



action to remove it if they need to. As refurbishment and retrofit work becomes more common, to deliver energy efficient adaptations to homes and businesses, we will work to make sure that those most at risk understand the asbestos hazard and what action they should take. We will carry out inspections to assess dutyholder performance in managing asbestos and asbestos contractor licence compliance, including safe disposal. We will use our extensive communications reach to amplify our guidance for the sector.

To reduce work-related ill health, including work-related stress and MSDs, we will use our successful model of end-to-end interventions to influence behavioural change. We will lead, deliver and evaluate a programme of interventions including:

- controlling exposure to RCS in brick manufacturing, mines, foundry and quarry sectors;
- controlling exposure to wood dust which causes asthma and cancer;
- avoiding exposure to dichloromethane in alloy wheel stripping which causes serious narcosis;
- assessing dutyholder performance of duty to manage asbestos in public sector premises;
- two construction sector health campaigns focused on controlling exposure to dusts such as RCS and asbestos, and assessing the management of manual handling;
- building our understanding of how large organisations in public and private sectors are currently managing work-related stress to support the development of our interventions in 2024/25 and beyond;
- avoiding violence and aggression, and MSDs, in the NHS. These can result in work-related stress. We will work in partnership with the NHS, health and social care regulators, trade bodies and unions to address work-related stress in the sector.

## **Support government's health and work agenda**

HSE has an important role to play to support the government's ambition for employers to take action to support their employees' health and to keep them in the workforce. We will continue to deliver our commitment in the government's response to the Health is everyone's business (HiEB) consultation by evaluating our published non-statutory guidance and exploring statutory guidance.

Our own work as an independent regulator will complement the delivery of the Workforce Participation Package announced in the 2023 Spring Budget and DHSC's Major Conditions Strategy. We are working in partnership with the Department for Work and Pensions (DWP) and Department of Health and Social Care (DHSC) Joint Work and Health Directorate to do this.

We will further promote and enhance our guidance on health, work, and occupational health. In particular, we will:

- review the tools we provide to support SMEs to manage health;
- develop ways of regulating work-related stress;
- further develop our clear, principle-based guidance on supporting health and disability in the workplace;
- emphasise the parity of physical and psychological risks in guidance and through a renewed communications effort;
- encourage employers to ensure the quality of the occupational health provision they commission.

We will also consult Scottish and Welsh Governments and continue to support the government’s wider work and health agenda as appropriate.

### Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Deliver HSE’s National Health and Work conference to educate and enable employers on preventive action to tackle work-related ill health	<b>Q3</b>
Deliver and evaluate targeted interventions in priority areas to assess dutyholder compliance with the law, and build awareness of effective control measures to tackle work-related respiratory ill health, lung disease and work-related stress (see Annex)	<b>Ongoing</b>
Build on our successful ‘Working Minds’ campaign by: <ul style="list-style-type: none"> <li>• Increasing our campaign partners to 30 (see Annex)</li> <li>• Increasing by 10% the reach into ‘hard to reach’ groups in target sectors (see Annex)</li> </ul>	<b>Q4</b>
Engage with five large organisations to build our approach for identifying best practice being taken to manage risk from work-related stress	<b>Q4</b>
Develop HSE’s guidance to support disabled workers and help workers with long-term health conditions remain in work, measuring its impact to maximise accessibility as part of our response to the HiEB consultation	<b>Q2</b>



## Increase and maintain trust to ensure people feel safe where they live, where they work and in their environment

**Our role has broadened beyond worker protection to encompass public safety assurance on a wide range of issues, and it is important that our strategic objectives reflect this.**

The appointment of HSE as the Building Safety Regulator and changes to our role in chemical regulation, with the UK outside of the European Union, means that our role in making people feel safe in work and in their environment is growing.

### Establish the Building Safety Regulator

With Royal Assent of the Building Safety Act in April 2022, and following significant progress last year, we will finalise our ambitious programme to establish the new Building Safety Regulator (BSR) for England in HSE. We will begin delivering its functions from April 2023. We will continue working closely with the Department for Levelling Up, Housing and Communities (DLUHC) to finalise enabling secondary legislation to **deliver the government's building safety reforms**.

The reforms include a more stringent regulatory regime for high-rise residential buildings through planning, design, construction and occupation. This will protect residents by raising industry standards and help prevent a tragedy like Grenfell Tower from ever happening again. The reforms will also enhance the design and construction of buildings for health and social care. We will support industry to make significant changes to ensure competence is prioritised across the built environment. We will reform building control in England by creating a regulated building control profession with new requirements and standards.

We have undertaken extensive research with nearly 10,000 residents of high-rise buildings in England to incorporate resident voices to enhance the design of BSR. This insight provides a baseline across residents' issues with quantifiable data which will be measured in future to demonstrate our impact.

We will publish **BSR's first Strategic Plan** which will communicate our regulatory priorities for the medium term, agreed with the

Secretary of State for Levelling Up, Housing and Communities. This will set out our plan to make buildings safe, secure the removal of dangerous cladding, and take action against those who fail in their obligations to protect residents. We will have a role in the stewardship of the built environment to ensure improved living standards, fostering innovation, driving quality to create an environment that is fit for the future. Also, we will ensure that the BSR is a leading voice across the sector, driving improvements to industry standards and changing outdated and ineffective practices. This includes culture change, where we will create an environment where everyone is and feels responsible for ensuring both quality and safety.

We will work with residents, industry, partner regulators and other stakeholders to drive changes in sector attitude, behaviour, culture and performance, gain their insights and engage with them on the design of the new framework. We will help stakeholders to prepare for the new regulatory regime building through a range of engagement, including the **Building Safety Regulator conference** in March 2023. We have already launched the statutory Residents' Panel and the Building Advisory Committee to support this activity and will establish the statutory **Industry Competence Committee** in 2023. We will continue engaging with the Scottish and Welsh governments on their approaches to building safety and competence across Great Britain.

We will continue to utilise our scientific and research capability to build the evidence base for BSR. This includes assessing how different types of materials are used and perform through the life cycle of a building with a focus on structural and fire safety performance.

In April 2023 we will open the **Register for High-Rise Residential Buildings**, and BSR will have lead responsibility for technical building standards. Subject to enabling secondary legislation, from October 2023, we will commence **registration of Building Inspectors and Building Control Approvers** and become the Building Control Authority for higher-risk buildings in England. We will publish the National Register of higher-risk buildings to provide a publicly available database for the first time.

We have worked collaboratively with DLUHC and industry on the development of the Building Inspector Competence Framework (BICoF). Building inspectors in England will be assessed against this framework for different classes of building control work before being registered from October 2023. This is to ensure that people carrying out building control work have the necessary knowledge, skills and experience. We will publish Operational Standards Rules which will set the benchmarks against which both local authorities' and registered building control approvers' delivery of building control functions will be measured.

## Safe use of chemicals

We aim to protect both human health and the environment through the safe and effective use of chemicals. We will continue work to establish full operating capability following the UK's exit from the EU. Our regulatory work will focus on assessing the hazardous properties of substances, granting permissions (where appropriate) for them to enter and remain in chemical supply chains. This will also ensure that the risks posed are communicated so the necessary control measures can be put in place at the point of use.

We will deliver 95% of **permission applications** to legislative timescales. We will also **finalise restriction opinions** under UK REACH for tattoo inks and permanent make-up, and lead in ammunition.

We will continue to **grow our organisational capacity** to deal with increasing workloads across all chemical regimes. In 2023/24 we will build on the significant investment in our workforce achieved last year, including further recruitment, with accompanying training and development activities. We will continue to identify ways of improving our regulatory service delivery, without compromising the levels of protection to human health and the environment, and the assurance that we provide. Initially we will look at improvements that can be achieved without legislative change, while ensuring we support wider government reforms on retained chemicals EU legislation. In 2023/24 we will:

- establish active substance review programmes for biocides and pesticides;
- deliver the agreed work programme for UK REACH;
- support work resulting from the Department for Environment, Food and Rural Affairs (Defra) led revised National Action Plan for Pesticides and the new Chemicals Strategy;
- support Defra's work on reviewing UK REACH.

While we were ready to act as the new national regulator for chemicals as the UK left the EU, we fully recognised our interim processes and systems were not sustainable in the longer term and that it would take time to build our full capability. To develop sustainable capability to deliver permissioning activities for the highest volume regimes, we will continue to invest in the **Biocides and Pesticides Transformation Programme (BTP)** to replace the temporary solutions we have been using since January 2021. Following discovery and early design phases, the programme has progressed into the more detailed design and subsequent build phases. We're looking at optimising processes, examining how we best use our resources, harmonising our regulatory approaches where we can, and introducing new digital systems.

We will continue to **engage and influence global chemicals regulatory regimes**, for example supporting work in the United Nations and Organisation for Economic Cooperation and Development, facilitating trade between the UK and its international partners and ensuring our regulatory decisions on chemicals are underpinned by the latest scientific evidence.

## Gas Safe Register

Working with our commercial partner, we will maintain the Gas Safe Register of businesses and operatives who are competent to undertake both piped natural gas and liquefied petroleum gas (LPG) work. We will undertake **engineer competence checks** to monitor if gas work is being undertaken competently and safely in domestic premises. We will monitor complaints and carry out risk-based proactive inspections working closely with relevant regulators and local authorities.

## Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Deliver the BSR Programme and digital build to quality, time and cost to ensure all key functions are ready for deployment	<b>Q4</b>
Finalise the move of DLUHC technical policy to HSE	<b>Q1</b>
Publish BSR's Strategic Plan	<b>Q2</b>
Deliver 90% of Planning Gateway One submissions to service level agreements (see Annex)	<b>Ongoing</b>
Publish National Register of higher-risk buildings in England	<b>Q4</b>
Deliver 95% of planned permissions for biocides and pesticides, authorisation opinions under UK REACH and CLP Opinions/ Technical Reports to legislative timescales (see Annex)	<b>Ongoing</b>
Finalise restriction opinions under UK REACH for: – tattoo inks and permanent make-up – lead in ammunition	<b>Q1</b> <b>Q3</b>
Deliver Biocides and Pesticides Transformation Programme, including digital build of the required operating services for Biocides and Pesticides	<b>Q4</b>
Deliver a programme of 50,000 domestic gas safety engineer competence checks through our commercial partner (see Annex)	<b>Ongoing</b>



## Enable industry to innovate safely to prevent major incidents, supporting the move towards net zero

The UK government's Net Zero Strategy sets out how the country will unlock £90 billion in investment to reach 'net zero' emissions by 2050.

The strategy builds on the UK government's ten-point plan for a green industrial revolution, outlines the support that will be provided to businesses and consumers in the transition to clean energy and green technology. This includes reducing the UK's reliance on fossil fuels and switching to low carbon travel options like electric vehicles.

We will work with other government departments, businesses and other stakeholders on their net zero programmes to ensure a joined-up approach to regulation, with a focus on safety where it is needed.

We will continue to work with UK and international stakeholders to address new and emerging technical and scientific challenges associated with developing net zero technologies. We will ensure that we continue to lead in this area and input into the development of international standards and regulations.

### Support government's net zero commitments

The UK government has committed to bring all greenhouse gas emissions to net zero by 2050. Achieving this requires extensive changes across the economy, including major infrastructure decisions and large-scale transitions in energy sources, usage, and transport. New technologies will also bring the need for new competency and capability in the UK workforce to deliver on the government commitments. This is why we will support the Control of Major Accident Hazards (COMAH) Strategic Forum in its review of these challenges.

We will respond to the impacts on workplaces by working with government and sectors to **understand the risks and challenges presented by new technologies**. We will ensure that the regulatory framework remains fit for purpose. As the safety regulator, we also have an important role in assurance around new technologies. Through a fully funded memorandum of understanding (MOU) with the Department for Energy Security and Net Zero (DESNZ) we will deliver the assessment and assurance of the **safety evidence of using**



**hydrogen for heating.** This is an essential element of DESNZ's Clean Heat Programme to provide (by 2025) independent and authoritative advice on safe use. This work brings together policy knowledge, scientific, and regulatory expertise from across HSE. This year we will also present findings of our hydrogen research projects at the International Conference on Hydrogen Safety.

We recognise the need to use our resources to best effect, so we will develop a framework and structure to help us engage with new and emerging technologies. This is important as engaging early with new technologies provides an opportunity to influence the designing-in of safety. This year we will also support the DESNZ-funded **Carbon Capture and Storage** programme by engaging with Industrial Clusters on the health and safety challenges in this new sector. We will ensure we engage effectively with the existing green technologies such as wind energy, solar and energy from waste schemes. We will bring together policy, science and regulatory expertise to work collaboratively with industry and other government departments as we **finalise our review of the regulatory regime.**

The development of greener technologies, the decarbonisation of industry and the growth of innovative technologies all have the potential to change the risk profile that will require managing and regulating in the future. We understand that the green transition is a phased change, and we continue to recognise the importance of maintaining our role in regulating the major hazards in existing energy industries. We will work to **understand the health impacts of new technologies** and how changes in working practices to remove environmentally unfriendly products from processes can impact on workers. We will also do more to understand how the growth of sectors such as installation of energy efficiency measures might change the risk profile.

As an enabling regulator we will commence a programme of inspections to support the development of new, emerging and growing net zero technologies including, anaerobic digestion facilities and building adaptations designed to improve energy efficiency. We will engage with businesses planning to build new major hazard sites including gigafactories or carry out significant modifications to existing sites including decommissioning.

## **Reduce our own carbon footprint**

Having completed work to baseline our carbon footprint, we will **reduce, reuse and recycle** where appropriate to lower our carbon emissions. We will create **sustainable office spaces** by managing our renewable energy supply in our buildings including our tenancies. We will monitor the impact of our hybrid working policy to ensure it further

reduces our CO<sub>2</sub> emissions from reduced travel to offices. We will seek to replace pool cars with electric vehicles where appropriate and install electric charging points at our science and research centre in Buxton. We will set a target to further reduce our Greening Government Commitments baseline by 5%.

We’ve identified procurement as one of the main ways we can become more sustainable. We want to buy goods, services, works and utilities in a way that achieves value for money on the whole life basis of the product. So we will develop a **sustainable procurement plan** that considers the whole life costs of goods and services.

### Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Agree a structured framework approach for how HSE should deal with new, emerging and growing technologies	<b>Q4</b>
Provide expertise and support for the DESNZ Clean Heat Programme, including on the trial’s strategy and evaluation	<b>Ongoing</b>
Undertake a review of our regulatory regime to consider how existing health and safety regulations apply to new technology areas, including aspects of hydrogen production and carbon capture	<b>Q4</b>
Deliver a programme of inspections to support the development of new, emerging and growing net zero technologies, including anaerobic digestion facilities (see Annex)	<b>Ongoing</b>
Present safety research findings at the International Conference on Hydrogen Safety	<b>Q3</b>
5% reduction against our Greening Government Commitments baseline (see Annex)	<b>Ongoing</b>
Develop sustainable procurement plan	<b>Q3</b>



## Maintain Great Britain's record as one of the safest countries to work in

The legislative framework under which HSE operates has enabled Great Britain to become one of the safest places in the world to work through a combination of our stakeholder engagement, development of standards and guidance, extensive proactive regulatory work and proportionate enforcement. This is evidenced through our annual injury and ill-health statistics.

One of our strategic objectives is to maintain this enviable record, but we are aware this will not be an easy task. The changing world of work, together with the introduction of new technologies, the growth of the gig economy and hybrid working means that we will need to adapt and respond to this changing landscape.

Sensible and proportionate regulation is essential to successful businesses, and we will be working to achieve the right regulatory balance between supporting excellent business practice and protecting workers and the public.

### Embed our revised regulatory processes

We have reviewed and modernised our regulatory processes to ensure our focus remains on addressing high-risk activities efficiently and effectively. In 2023/24 we will embed these processes into the way we work, including:

- implementing a new risk-based decision-making model to determine which reportable, non-fatal, safety incidents we will investigate. This will focus resource on investigations where regulatory input is required to ensure that ongoing risks are controlled, action is taken to ensure sustained compliance and dutyholders are held to account for serious breaches of the law;
- implementing a consistent approach to handling concerns, which will now be addressed directly by the Concerns and Advice Team or used as a source of future intelligence for targeting inspections;
- we will investigate 85% of all standard concerns within agreed timescales;
- using our expanded internal legal resource to lead our prosecutions, which will enable a more consistent and efficient process;
- begin to replace the legacy regulatory case management system.

## Improve our proactive regulatory intervention outcomes

Our inspection campaigns in 2023/24 will focus on where evidence, research and insight demonstrate high levels of incidence and risk. These plans have been developed with input from employers, trade unions and professional bodies.

We will deliver a minimum of 14,000 inspections with clear expectations on risk-based performance. While the target is maintained from previous years, this is ambitious as we will have to divert resource to support the effective delivery of our change programmes. This will include a programme of interventions to influence behaviour change. Using the process we adopted so successfully for COVID-19 spot checks, we will triage and target businesses. We will deliver, and evaluate a programme focusing on:

- inspections of waste and recycling sites;
- assurance inspections for public confidence in the safety of fairgrounds and theme parks;
- follow-up inspections after agricultural compliance events;
- inspections of construction sites;
- inspections of the decommissioning and dismantling of offshore structures.

We will carry out follow-up inspections to confirm the outcome of previous interventions. This will help us to determine if actions have had the desired impact and to inform future activity. Our interventions will use our multi-channel communications to amplify outcomes. We will highlight both poor and good practice as well as raise awareness of our regulatory activity, advice and guidance. This will explain what good compliance looks like and seeks to influence target audience attitudes towards better management of health and safety risk in priority sectors.

We will also be undertaking interventions in the areas of:

- mines and quarries;
- diving.

We will collaborate with other organisations which can significantly increase our reach, influence, and impact. We will work with industry, trade associations, professional bodies, trade unions and others who can promote health and safety standards. One of our many successful forums is the Construction Industry Advisory Committee (CONIAC). This collaboration works to bring about improvements in health and safety standards in the construction industry through promoting good practice and providing sector-specific information and guidance.

We are proactively working with government and industry stakeholders to influence the proposed regulatory framework for artificial intelligence and advance manufacturing, including 3-D printers in the workplace.

## **Investigate to swiftly tackle and reduce risk**

We will investigate incidents and seek timely completion of both fatal and non-fatal investigations in line with our agreed key performance indicators. We will reduce the time taken to instigate enforcement action and close out investigations to refocus resource on high-priority activities. We will complete investigations quicker and only commit further resource when we can evidence a likelihood of enforcement, or there is a clear opportunity for industry-wide learning.

## **Deliver our Major Hazard Interventions**

Great Britain has highly specialised strategically important industries which are essential to the country's economic and social infrastructure, but whose processes and hazard potential can cause great harm to their workers, the environment and the public. Our regulatory approach aims to provide assurance that industry is identifying and managing the major hazard risk it creates. The approach is described in our Major Hazard Regulatory Model.

Our regulatory activities in major hazard sectors aim to:

- confirm dutyholders have properly focused their risk management efforts on major hazards, and 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.

This important work supports our objective to 'Increase and maintain trust to ensure people feel safe where they live, where they work and in their environment'.

We plan to deliver a significant programme of offshore and onshore interventions, while recognising that delivering safety case and safety report assessments and investigations will take priority. Critical areas of focus will be process safety leadership, and asset integrity and maintenance.

Our intervention approach will be based on the latest available data and evidence, including foresight analysis to consider the future world of work. We will address emerging challenges in major hazard industries.

## Enable innovative technologies

Technology is changing rapidly and must be embraced to keep the modern workplace safer and healthier for all. We have developed a project Enabling Innovation in Industrial Safety Tech which seeks to generate and harness new thinking, methods and technological approaches to improve regulatory delivery and performance. This, in turn, will enable innovative new products and services to come to market for the benefit of all. We will share the outcomes of this project by staging a technology showcase event, sharing learnings and stimulating innovations, as well as outlining regulatory considerations with specific recommendations for the construction industry.

## Review retained EU legislation

Following the introduction of The Retained EU Law (Revocation and Reform) Bill (REUL Bill), we will continue to review our retained EU legislation. We will seek opportunities to maintain Great Britain’s high standards of health and safety protections at work and to reduce burdens on business. Our approach aligns closely with the government’s pledge to do more for business to help promote growth by removing disproportionate burdens and simplifying the regulatory landscape. Following the review, we will seek to preserve, assimilate or reform key parts of the health and safety framework.

## Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Take necessary actions required to implement a new risk-based decision model for non-fatal safety RIDDORS	<b>Q4</b>
Implement revised concerns handling process using a risk-based decision model	<b>Q3</b>
Deliver 14,000 proactive inspections (see Annex)	<b>Ongoing</b>
Deliver enforcement outcomes associated with inspection within expected ranges (see Annex)	<b>Ongoing</b>
Complete 80% of fatal investigations within 12 months of primacy (see Annex)	<b>Ongoing</b>
Complete 90% of non-fatal investigations within 12 months of incident date (see Annex)	<b>Ongoing</b>
Achieve an average increasing rate of enforcement action as investigations progress through the formal review points (see Annex)	<b>Ongoing</b>

<i>Deliverable</i>	<i>When</i>
Deliver 90% of major hazard interventions within agreed timescales (see Annex)	<b>Ongoing</b>
Achieve 85% investigation of standard concerns within agreed timescales (see Annex)	<b>Ongoing</b>
Deliver Statutory Instruments to preserve, assimilate or reform key parts of the health and safety at work regulatory framework following REUL review	<b>Q3</b>





## Ensure HSE is a great place to work, and we attract and retain exceptional people

**Our people are at the heart of what we do and the difference we make.**

We need to continue to make HSE a great place to work – building a more diverse and inclusive workplace, where everyone feels valued, and treated with dignity and respect to support the delivery of our strategic objectives. We will continue to create conditions that enable our people to be healthy, safe and well at work. We will aim to improve Civil Service People Survey scores during 2023/24.

### Implement pay reform

Following the development of a robust and evidence-based pay business case (awaiting final approval from His Majesty's Treasury) we will implement our approach to **long-term pay reform**. This will enhance the competitiveness of our reward package. It will reform our current complex pay structure and allow us to introduce flexibility for our people to move through pay ranges based on improved capability. It is a key tenet of our retention approach.

### Publish our people strategy

We have developed a People Strategy designed to support high-performance work and promote our vision, mission, values and objectives. It provides a roadmap that guides leaders towards reaching organisational objectives while aligning with our values. It focuses on nurturing diversity, inclusion, wellbeing, autonomy, value alignment and employee growth. It will enable us to **increase retention, engagement, productivity and performance**. As part of the implementation we have developed performance metrics. We will aim to deliver a minimum of 90% of the metrics.

### Align regulatory training approach

Following a major review of our regulatory training delivery, we will align and maximise the benefits of a consistent approach to conventional health and safety, chemicals and building safety. This will move us to a blend of **on-the-job training and targeted continuing professional development** as required, and aligned to our capability

framework. This will ensure our new regulators are competent and operational much quicker.

## **Embed diversity and inclusion**

Working with trade unions and our diversity networks, we strive to make HSE an inclusive and diverse workplace. We will foster a culture of positive behaviours, promoting and supporting our wide range of employee network groups and ensuring our senior leaders lead by example, making diversity and inclusion an integral part of all our decision making. By ensuring our workforce reflects a diversity of experience and perspectives, we can make better decisions and reflect our stakeholders. A new reverse mentoring programme is now in place to support a more inclusive culture, and we will track its success through performance metrics. Our Carers Network is seeking to achieve Carers Confident Level 1 as part of our journey towards **building a positive and inclusive workplace** for all colleagues who are, or will become, carers.

We have a zero-tolerance approach to bullying and harassment, and we are working across the organisation to reduce, year-on-year, the number of staff who experience this.

## **Motivate, engage, resource and look after our workforce**

Keeping our colleagues informed, listening to their views, and involving them in our mission is central to our engagement strategy. Despite a reduction of our engagement score in the 2022 People Survey, we will strive to improve engagement as part of our ambition to be a Civil Service high-performing organisation. Our engagement action plan will address areas to improve such as communications, replacing legacy systems and leadership of change. We will conclude the Achieving Cultural Excellence (ACE) Programme and embed its outcomes into our leadership competencies. We will also conduct regular pulse surveys throughout the year to measure improvements in areas such as wellbeing and change. Our strategic themes are integrated throughout our business plan and we will seek to measure our progress in respect of the how we protect people and places.

## Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Implement pay reform and capability-based pay framework	<b>Q2</b>
Publish and implement People Strategy	<b>Q2</b>
Embed diversity and inclusion and ensure that the percentage of staff who have personally experienced bullying or harassment does not exceed 8% (see Annex)	<b>Q3</b>
Ensure average working days lost does not exceed 6.5 days per FTE (see Annex)	<b>Ongoing</b>
Achieve engagement index of 60% (56% in 2022) (see Annex)	<b>Q3</b>
Align and implement revised approach to regulatory training	<b>Q4</b>
Deliver 90% of HR performance metrics (see Annex)	<b>Ongoing</b>
Conclude final ACE programme actions and embed in leadership training and competencies	<b>Q3</b>

## Enabling activities

**To maximise our potential to affect positive change in supporting the delivery of our strategic objectives, we will use our resources efficiently and effectively, while investing in capability and supporting infrastructure as key enabling activities.**

This will improve organisational resilience as well as provide the platform to enable delivery of our regulatory services in an efficient and effective way. We will focus on driving efficiency and continuous improvement of all our functions.

## Implement our operating model

We will evolve our operating model so HSE has the resources, processes and technology required to support delivery of our strategy, aligning our capability with our strategic objectives. We will make sure that all our change initiatives and our revised regulatory processes are integrated. Good communication will help all our colleagues understand how changes support delivery of our strategy and the role they play.

## Deliver digitally enabled ways of working

Having established an in-house core digital team last year, our focus this year is to introduce new case management technology. The new platform will support our revised regulatory processes. The digital capability has been built in line with the Digital Data and Technology model and the government functional standard service requirements.

We've developed an IT strategy and technology roadmap to plan for the replacement of legacy systems and the introduction of new technologies. This will include developing common components for existing and future digitally enabled change programmes.

In addition to the work on digital services for the building safety regulator and biocides and pesticides transformation programmes, we will work on our portfolio of transformation programmes including:

- regulatory case management system – we will replace our legacy COIN system with a modern platform; following the development of simpler and more efficient regulatory processes;
- ionising radiation – we will finalise a digital solution for consents which involves extensive process redesign to deliver improvements to radiation protection and dutyholder compliance. This will ensure that Great Britain delivers its international commitments under the

International Atomic Energy Agency safety standards on handling ionising radiation consents;

- Science Division modernisation – we will continue to modernise our Science Division's IT;
- replace the Single Operating Platform (SOP) – we will start a programme to replace our Human Resources, Finance and Procurement shared service platforms. This will initially be working alongside other government departments within the shared service delivery cluster.

We will develop our planning processes to ensure delivery is more consistent and plans are realistic. This will include appropriate governance for cross-cutting change activity. This governance will be transparent to ensure plans are agreed at initiation stage so resource can be planned and deployed appropriately. Our Portfolio Board will review dependencies and build this into the continuous review of change programmes.

## **Improve website content**

Our website receives over 75 million page views every year. It is our primary communication channel, helping to deliver free health and safety guidance to help prevent workplace death, injury and ill health. We will work to update and improve our portfolio of web content and guidance, meeting our agreed website strategy and improving links with GOV.UK so we reach more citizens.

## **Deliver training and events**

Our training and events offer helps to increase awareness, understanding and competence around current and future health and safety challenges, and how they can be addressed. We will deliver a programme of high quality face-to-face and online training courses, webinars and in-person conferences to delegates and organisations from different industries. They will be designed by HSE experts and supported by wider government and industry specialists where appropriate – an approach which combines regulatory insight, scientific expertise and real-world experience for maximum impact.

## **Develop an estates strategy**

We will develop a sustainable estates strategy that sets clear standards for what we need from our offices. This will ensure that we make the best use of space, and exploit technology to support colleagues to work flexibly. We will increase available space for collaboration, creativity and community.

## **Financial planning**

We will build on the medium-term financial plan to ensure that it is robust and agile. This will give us adaptability and the resilience to deal with financial challenges such as inflation, supply chain issues and the public sector fiscal outlook. We will develop a clear plan to address the 5% (£7m) reduction in our baseline funding due to the completion of Invest to Save initiative.

## **Embed our performance measuring framework**

Effective performance management comes from a clear vision of where we want to get to, what impact we want to have and how we will do that. For HSE, this starts with our strategy and this business plan. We will use our visual performance hub to ensure that our regulatory activities are dealt with as efficiently and effectively as possible with focus on timely decision making and closing out activities. This will help us to prioritise our resources to ensure that they are focused on the highest priority areas. We will expand the visual performance hub to monitor more corporate areas of HSE. In 2023/24, we will focus on embedding the performance framework which provides a summary of all the core measures used to determine how well we are delivering our strategic objectives.

## **Public bodies review**

In 2022/23, the Department for Work and Pensions (DWP) commissioned a Public Bodies Review to consider the form and function of HSE. It looked at our effectiveness as an organisation, our ability to fulfil our purpose and objectives, and whether HSE is still required as a public body. The review considered four areas; efficacy, governance, efficiency and accountability. It concluded that HSE is a mature and well-run regulator, but identified some small opportunities for improvement in its recommendations. We will address the review's recommendations this year.

## Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Agree integrated plan across our operating model and revised regulatory processes	<b>Q3</b>
Agree common components programme to include payments and time recording for all digital change projects	<b>Q1</b>
Implement service solution to improve radiation protection and compliance	<b>Q3</b>
Implement a programme of work to update and improve our portfolio of web content and guidance	<b>Ongoing</b>
Engage 15,000 delegates through training and events (see Annex)	<b>Ongoing</b>
Agree estates strategy to support future ways of working	<b>Q4</b>
Further develop medium-term financial plan, including detailed plans to address 5% (£7m) reduction in core funding	<b>Q2</b>
Embed agreed performance framework	<b>Q3</b>
Achieve 90% of enabling corporate service performance measures (see Annex)	<b>Ongoing</b>
Agree plan to address Public Bodies Review recommendations	<b>Q2</b>



## Financial outlook

The Spending Review 2021 (SR21) informs our budget for 2022/23 to 2024/25. We have made bids related to government priorities and have received funding in addition to our baseline funds to cover the following activities:

- replacing our legacy regulatory case management system as an Invest to Save initiative;
- National Core Studies funding to finish the COVID-19 environmental transmission research;
- post-EU transition funding for biocides, pesticides, product safety and civil explosives;
- establishing the Building Safety Regulator;
- net zero support on hydrogen heating.

Our budget for 2023/24 comprises:

- planned total expenditure of £300m;
- £208m funded through grant in aid;
- £92m recovered through cost recovery and externally funded income.

The expenditure budget is broken down as follows:

<i>Expenditure</i>	<i>£m</i>
Staff costs	<b>158</b>
Staff-related costs	<b>6</b>
Estates and accommodation	<b>32</b>
Information systems/information technology	<b>15</b>
Technical support	<b>6</b>
Depreciation	<b>12</b>
Other including programme expenditure	<b>47</b>
Programme capital	<b>17</b>
Baseline capital	<b>7</b>

We recognise the current context of financial challenges such as high inflation, supply chain issues and public sector financial constraints, so we have set a realistic business plan that reflects our constrained finances. HSE has a strong record in driving efficiencies and ensuring that the burden of costs falls on those who create risk. Over the past decade this approach has reduced our reliance on central government funding, with over £100m of savings since 2010/11.

This year's projects, outlined in this business plan, demonstrate HSE's continued commitment to operating efficiently, effectively and economically. Collectively, they will help us to maintain our financial viability and meet His Majesty's Treasury's SR21 efficiency challenge of 5% (£7m) reduction in funding from 2024/25. HSE's broadening role and planned growth provides opportunities for us to deliver economies of scale, particularly in our corporate services and policy functions. We will deliver government priorities in a cost-effective manner. We will also seek to increase our partner collaboration to increase our reach, influence and impact through low-cost channels.

HSE's corporate services functions perform well when benchmarked against relevant comparators. A combination of investment in new and improved systems, alongside economies of scale, will drive further improvement against these measures. A Cabinet Office led benchmarking exercise in 2022 across government arm's length bodies concluded HSE as a strong performer. In addition, the Public Bodies Review draft report concluded that it would be difficult to identify any clear further savings, without affecting delivery that could be made at the present time given the increased workload which HSE is being tasked with.

## Monitoring our delivery

We publish statistics on health and safety in 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 at work legislation;
- working days lost and costs to Britain as a result of incidents;
- working conditions and management of health and safety in the workplace.

We also monitor our performance and delivery, as an organisation, through a suite of risk and performance measures. These measures recognise the links between the most significant risks and their potential to impact on performance. For 2023/24 we have enhanced our performance measures (see Annex) to focus on monitoring the effectiveness of our:

- decision making;
- targeting of risk;
- enabling functions.

We will include composite measures in this plan and we will review underlying measures as part of our monthly visual performance hub. We will also report on our performance and accountabilities to Parliament and the public through our Annual Report and Accounts.

Within this reporting framework, the Board, Executive Committee, Audit and Risk Assurance Committee (ARAC), Finance and Performance Committee and the Department for Work and Pensions Partnership Board receive reports which enable them to:

- consider and challenge how the most significant risks are managed across HSE and determine 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.

ARAC's functions also include monitoring the management of risk and providing assurance to the HSE Board on the effectiveness of our risk management processes and control framework. ARAC closely monitors our integrated assurance framework which is used to manage our audit and assurance activity, to help us identify and strengthen areas for improvement.

Our People and Remuneration Committee provides assurance to HSE Board that there are suitable systems for identifying and developing leadership and high potential, scrutinising the incentive structure, succession planning for the board and senior leadership, and scrutinising governance arrangements.

Our performance indicators and targets for 2023/24 include:

<i>Key Performance Indicator</i>	<i>2020/21</i>	<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>
Milestones in plan delivered	82%	85%	85%	90%
Fatal investigations completed within 12 months of primacy	60%	78%	83%	80%
Non-fatal investigations completed within 12 months of incident	90%	92%	95%	90%
Deliver a balanced budget	Yes	Yes	Yes	Yes
Engagement Index (Civil Service People Survey (CSPS))	60%	62%	56%	60%
Average working days lost per full-time equivalent	5.0	6.0	7.0	6.5
% of staff experiencing bullying or harassment (CSPS)	10%	9%	8%	8%

## Annex: Performance measures

**Effective performance management comes from a clear vision of the impact we want to have and how we will achieve it.**

For HSE, performance management is about making the best use of our people and resources to help us protect people and places. It involves taking positive action to make outcomes better than they would otherwise be, and providing a high-quality service to all the stakeholders we regulate.

**The purpose of this Annex is to provide greater detail on the performance measures set out in the 2023/24 Business Plan and is cross-referenced accordingly.** This year, we will continue our work to refine and evolve (or develop new) measures which clearly evidence how HSE's work supports the delivery of our strategic objectives.

For the majority of our deliverables, we have indicated the relevant quarter of the year when we expect to deliver the action. Where we are monitoring numerical targets that will be delivered across the year, we have indicated **Ongoing** rather than a specific quarter. We will report progress of all deliverables to our stakeholders monthly and quarterly.

For 2023/24 we will improve our performance through focusing on improved efficiency and effectiveness of our decision making and risk management, alongside introducing new measures for our enabling corporate service functions. We have strengthened our decision making by introducing new systems and processes that enable us to make decisions based on sound data, monitor our progress and drive improvements in regulatory activities. Composite measures are included in the plan and the underlying measures set out in this Annex form part of our visual Performance Hub, which is a key tool in ensuring HSE performs at the level our stakeholders expect and deserve.

Through our work on developing operational performance measures, we ensure that our regulatory activities are dealt with efficiently and in a timely manner through refreshed processes and a renewed focus on rapid, robust decision making. This will help us maximise the use of our resources and support in ensuring they remain focused on the highest priority areas. The performance measures will better inform where regulatory time is being spent and the timeliness of decisions to further improve the quality and service for our stakeholders.

To support this, we are developing a new performance framework which will provide a summary of our core measures and helps us to understand how successful we are in delivering our strategic

objectives. We will refine and embed this across 2023/24 with clear and transparent operating principles.

We also operate numerous agency agreements (AAs) and memorandums of understanding (MoUs) with government departments, other regulators, and devolved governments to deliver services on their behalf which are performance monitored throughout the year. For example:

- HSE and the Scottish Ministers have an AA under S.13(4) of the Health and Safety at Work Act 1974;
- the Animal Health Act 1981;
- the Specified Animal Pathogens (Scotland) Order 2009 (SAPO).

This AA grants certain powers from the Animal Health Act and SAPO to allow HSE to provide, deliver and manage the licensing, inspection, investigation and enforcement requirements under SAPO on behalf of the Scottish Ministers.



## Reduce work-related ill health, with a specific focus on mental health and stress

### Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Deliver HSE's National Health and Work conference to educate and enable employers on preventive action to tackle work-related ill health	<b>Q3</b>
Deliver and evaluate targeted interventions in priority areas to assess dutyholder compliance with the law, and build awareness of effective control measures to tackle work-related respiratory ill health, lung disease and work-related stress	<b>Ongoing</b>
Build on our successful 'Working Minds' campaign by: <ul style="list-style-type: none"> <li>• Increasing our campaign partners to 30;</li> <li>• Increasing by 10% the reach into 'hard to reach' groups in target sectors</li> </ul>	<b>Q4</b>
Engage with five large organisations to build our approach for identifying good practice being taken to manage risk from work-related stress	<b>Q4</b>
Develop HSE's guidance to support disabled workers and help workers with long-term health conditions remain in work, measuring its impact to maximise accessibility as part of our response to the HiEB consultation	<b>Q2</b>



**Deliver and evaluate targeted interventions in priority areas to assess dutyholder compliance with the law, and build awareness of effective control measures to tackle work-related respiratory ill health, lung disease and work-related stress**

This target is a subset of the 14,000 inspection target above for ill health industry sectors, evaluation and assurance inspections (as below) which measures the actual enforcement percentage against the expected.

<i>Measure title</i>	<i>Sector</i>	<i>Volume</i>	<i>Expected enforcement % range</i>	<i>Inspection type</i>
We will reduce work-related ill health through a proactive inspection campaign which combines enforcement, assurance and evaluation activity. It will target sectors where evidence, research and insight demonstrate high levels of incidence and risk	Woodworking	1,100	50-65	Enforcement
	Fabricated metals	300	55-65	Enforcement
	Alloy wheel striping	250	60-90	Enforcement
	Asbestos – duty to manage	400	40-50	Assurance
	Asbestos contractor licence compliance	800	N/A	Assurance
	Ionising radiation	220	50-70	Enforcement
	Respirable silica	160	60-70	Enforcement
	Respirable silica evaluation	50	40-60	Assurance
	Healthcare	20	40-50	Enforcement
	Construction health campaigns	2,000	40-50	Enforcement

**Build on our successful 'Working Minds' campaign by:**

- increasing our campaign partners to 30;**
- increasing by 10% the reach into 'hard to reach' groups in the target sectors of the campaign by size of business**

This target aims to measure the success of the Working Minds campaign by seeking to increase the number of campaign partners to 30. This means that they will use their own channels of communication and advocacy across their extensive industry networks which will significantly increase the reach of Working Minds messages. The second measure is designed to ensure we are reaching high-risk target sectors such as construction and logistic sectors. We will use targeted surveys to measure reach and workers' or dutyholder's increased understanding of our guidance.



## Increase and maintain trust to ensure people feel safe where they live, where they work and in their environment

### Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Deliver the BSR Programme and digital build to quality, time and cost to ensure all key functions are ready for deployment	<b>Q4</b>
Finalise the move of DLUHC technical policy to HSE	<b>Q1</b>
Publish BSR's Strategic Plan	<b>Q2</b>
Deliver 90% of Planning Gateway One submissions to service level agreements	<b>Ongoing</b>
Publish National Register of higher-risk buildings in England	<b>Q4</b>
Deliver 95% of planned permissions for biocides and pesticides, authorisation opinions under UK REACH and CLP Opinions/ Technical Reports to legislative timescales	<b>Ongoing</b>
Finalise restriction opinions under UK REACH for: – tattoo inks and permanent make-up – lead in ammunition	<b>Q1</b> <b>Q3</b>
Deliver Biocides and Pesticides Transformation Programme, including digital build of the required operating services for Biocides and Pesticides	<b>Q4</b>
Deliver a programme of 50,000 domestic gas safety engineer competence checks through our commercial partner	<b>Ongoing</b>

**Deliver 90% of Planning Gateway One submissions to service level agreements**

This measures how fire safety issues relevant to land use planning and buildings are considered by applicants and decision makers.

<i>Measure title</i>	<i>Description</i>	<i>Indicative volume</i>	<i>Timeliness</i>
For Planning Gateway One applications we will ensure that fire safety issues are fully considered and respond in a timely way consistent with the agreed SLA	Deliver 90% of Planning Gateway One applications to agreed service level agreements (SLAs)	700	As per SLAs

**Deliver 95% of planned permissions for biocides and pesticides, authorisation opinions under UK REACH and CLP Opinions/Technical Reports to legislative timescales**

We protect people and their environment by ensuring chemicals are used effectively and safely, granting permission for use only where we are sufficiently reassured by those seeking our consent. We rigorously assess and review those applications and our performance is measured via a composite target to capture performance against expected timeliness for both permissioning and authorisation activities, as set out below:

<i>Measure Title</i>	<i>Description</i>	<i>Indicative volume</i>	<i>Timeliness</i>
For permissioning and authorisation activities, we will ensure timely evaluations, make regulatory decisions and undertake government department consultation where required. This will protect both human health and the environment through the safe and effective use of chemicals	Deliver permissions for pesticides	680	Legislative timescales
	Deliver permissions for biocides	134	Legislative timescales
	Deliver authorisation opinions under UK REACH	40	Legislative timescales
	Deliver Classification, Labelling and Packaging (CLP) Opinions Technical Report	43	Legislative timescales
	Deliver assurance inspections under the Official Controls Regulations on behalf of Defra and the Scottish and Welsh Governments	250	

**Deliver a programme of 50,000 domestic gas safety engineer competence checks through our commercial partner**

This measure aims to ensure that businesses and operatives are competent to undertake both piped natural gas and liquefied petroleum gas (LPG) work.

<i>Measure Title</i>	<i>Description</i>	<i>Indicative Volume</i>	<i>Timeliness</i>
Deliver a programme of domestic gas safety engineer competence checks through our commercial partner to monitor that gas work is being undertaken competently and safely within domestic premises in a timely way consistent with the agreed SLA	Deliver a programme of 50,000 domestic gas safety engineer competence checks through our commercial partner	50,000	As per SLA



## Enable industry to innovate safely to prevent major incidents, supporting the move towards net zero

### Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Develop a framework approach for how HSE should deal with new, emerging and growing technologies	Q4
Provide expertise and support for the Department for Energy Security and Net Zero’s Clean Heat Programme, including on the trial’s strategy and evaluation	Ongoing
Undertake a review of our regulatory regime to consider how existing health and safety regulations apply to new technology areas, including aspects of hydrogen production and carbon capture	Q4
Deliver a programme of inspections to support the development of new, emerging and growing net zero technologies, including anaerobic digestion facilities	Ongoing
Present safety research findings at the International Conference on Hydrogen Safety	Q3
5% reduction against our Greening Government Commitments baseline	Ongoing
Develop sustainable procurement plan	Q3

**Deliver a programme of inspections to support development of new, emerging and growing net zero technologies, including anaerobic digestion facilities**

This is a measure that will start to demonstrate that as an enabling regulator we will support the development of new, emerging and growing net zero technologies, including anaerobic digestion facilities for biogas production and building adaptations to improve energy efficiency.

<i>Measure Title</i>	<i>Sector</i>	<i>Volume</i>	<i>Expected Enforcement % Range</i>	<i>Inspection Type</i>
We will start to enable a safe transition to net zero through a proactive inspection campaign which combines enforcement, assurance and evaluation activity	Anaerobic digestion facilities	50	35-50	Assurance
	Construction building adaptation	45	10-30	Assurance

**5% reduction against our Greening Government Commitments baseline**

The Greening Government Commitments framework for 2021 to 2025 sets out the actions that government will take to improve the environmental impact of the government estate and its operations, whilst promoting greater efficiency and best use of taxpayer money.

The framework includes refined targets on greenhouse gas (GHG) emissions, waste and water consumption, as well as commitments on procurement, nature recovery, climate adaptation, and information and communication technology (ICT).



# Maintain Great Britain’s record as one of the safest countries to work in

## Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Take necessary actions required to implement a new risk-based decision model for non-fatal safety RIDDORS	<b>Q4</b>
Implement revised concerns handling process using a risk-based decision model	<b>Q3</b>
Deliver 14,000 proactive inspections	<b>Ongoing</b>
Deliver enforcement outcomes associated with inspection within expected ranges	<b>Ongoing</b>
Complete 80% of fatal investigations within 12 months of primacy	<b>Ongoing</b>
Complete 90% of non-fatal investigations within 12 months of incident date	<b>Ongoing</b>
Achieve an average increasing rate of enforcement action as investigations progress through the formal review points	<b>Ongoing</b>
Deliver 90% of major hazard interventions within agreed timescales	<b>Ongoing</b>
Achieve 85% investigation of standard concerns within agreed timescales	<b>Ongoing</b>
Deliver Statutory Instruments to preserve, assimilate or reform key parts of the health and safety at work regulatory framework following REUL review	<b>Q3</b>



### **Deliver 14,000 proactive inspections**

This is a target for total inspections measured through completion of a case record on the regulatory case management system. Inspecting key industry sectors, workplaces and work activities is important as it ensures risks are being managed effectively.

We target and inspect dutyholders:

- in sectors which have the most serious risks;
- where we have intelligence that health and safety is a significant concern, such as:
  - previous performance;
  - concerns raised by workers, the public or others;
  - incident investigations;
  - reports of injuries, diseases and dangerous occurrences.

Our regulatory emphasis is on prevention but, where appropriate, we will ensure that action is taken to manage risks and protect life, health and the environment. We take enforcement action to ensure dutyholders:

- deal immediately with serious risks (so they prevent harm);
- comply with the law;
- are held to account if they fail in their responsibilities.

Our enforcement action is proportionate, targeted, consistent, transparent and accountable. It is in line with our Enforcement Policy Statement and Enforcement Management Model.

### Deliver enforcement outcomes associated with inspection within expected ranges

This target is a subset of the above for high risk, and assurance inspections (as below) which measures the actual enforcement percentage against the expected. This is intended to clarify our enforcement expectations before we embark upon a campaign so we can determine impact and inform future interventions.

<i>Measure title</i>	<i>Sector</i>	<i>Volume</i>	<i>Expected enforcement % range</i>	<i>Inspection type</i>
We will maintain Great Britain's safety record through a proactive inspection campaign which combines enforcement, assurance and evaluation activity. It will target sectors where evidence, research and insight demonstrate high levels of incidence and risk	Waste and recycling	500	45-65	Enforcement
	Agricultural compliance	440	30-50	Enforcement
	Fairgrounds	100	25-35	Assurance
	Construction safety (will also inspect health)	2,000	40-50	Enforcement

### Complete 80% of fatal investigations within 12 months of primacy

This is a target for fatal investigations being completed within 12 months and is measured through completion of a case record on the regulatory case management system. It starts from the point of HSE having primacy, which means HSE being the lead investigating authority rather than when we are investigating alongside or supporting another enforcement organisation such as the Police. It is designed to ensure we investigate swiftly to hold dutyholders to account and provide learnings for the industry. The 80% target recognises that approximately one in five cases will be more complex and take longer than 12 months.

### Complete 90% of non-fatal investigations within 12 months of incident date

This is a target for non-fatal investigations being completed within 12 months of incident date and is measured through completion of a case record on the regulatory case management system. It is designed to ensure we investigate swiftly to hold dutyholders to account and provide learnings for the industry. The 90% target recognises that

approximately one in ten cases will be more complex and take longer than 12 months.

### **Achieve an average increasing rate of enforcement action as investigations progress through the formal review points**

This series of measures are designed to ensure that where we continue to investigate beyond review points, it will lead to an increasing rate of enforcement action being taken in those cases. This will ensure more timely closure of those investigations which will not result in justice or learnings for the industry.

- 30% of all cases will have been completed within 3 weeks and we expect an average enforcement rate of 25% on those cases that remain open for investigation;
- 50% of all cases will have been completed within 11 weeks and we expect an average enforcement rate of 35% on those cases that remain open for investigation;
- 60% of all cases will have been completed within 19 weeks and we expect an average enforcement rate of 45% on those cases that remain open for investigation;
- 65% of all cases will have been completed within 27 weeks and we expect an average enforcement rate of 50% on those cases that remain open for investigation;
- 70% of all cases will have been completed within 35 weeks and we expect an average enforcement rate of 55% on those cases that remain open for investigation;
- 80% of all cases will have been completed within 43 weeks and we expect an average enforcement rate of 60% on those cases that remain open for investigation.

This will be measured through local data collection initially and verified through case management records. The average enforcement rate specified combines ranges from field operations and construction investigations.

### **Deliver 90% across major hazard interventions within agreed timescales**

This composite target is designed to measure the timeliness of completion of major hazards regulatory activity. It will be measured through case management records and the offshore portal. Performance against the targets will indicate the breadth of regulatory intervention and timeliness of performing the activity.

<i>Measure title</i>	<i>Activity</i>	<i>Description</i>	<i>Indicative volume</i>	<i>Timeliness</i>
<p>We will deliver our major hazard intervention activity to provide assurance that the major hazard industries are identifying and managing the risks they create. The aim of our activities is to:</p> <ul style="list-style-type: none"> <li>confirm dutyholders have properly focused their risk management efforts on major hazards, and are controlling risks and complying with the law;</li> <li>take proportionate action, including enforcement, to ensure dutyholders make improvements where there is evidence of significant shortfalls in control measures;</li> <li>provide advice to the planning system to protect people around major hazard sites, pipelines and licensed explosive sites.</li> </ul>	Control of Major Accident Hazards (COMAH) safety report assessments	75% completion of safety cases within agreed timescales	67	Statutory deadlines
	Explosives classifications	90% completion of assessments conducted as part of our explosives classification regime to published timescales	100	Depends on type
	Microbiological permissioning regime	90% of microbiological assessments conducted to published timescales	350	Depends on type
	Hazardous substance consent consultations	60% of hazardous substance assessments conducted to published timescales	60	13-26 weeks
	Land Use Planning applications processed via Web App	95% of land use planning applications processed to published timescales	8,500	21 days
	Land Use Planning applications – Complex cases	95% of land use planning applications processed to published timescales	100	21 days
	COMAH planned inspections	Inspections completed and 90% of outcome reports issued on time	500	4 months
	Follow-up on COMAH interventions	75% of issues closed out by due date	1,100	Due date
	Offshore and Gas Safety Permissioning – Safety Case Assessment	Complete 75% of safety case statutory assessments	N/A	Statutory deadlines
	Energy Division planned inspections	Average number of days to complete full inspection and produce report	550	4 months
	Offshore Oil and Gas Production Installation Maintenance Management (reflects concern over maintenance backlog)	95% of planned production offshore oil and gas interventions will result in a score against the published Maintenance Management Inspection Guide	95%	N/A
	Energy Sector follow-up of interventions	75% of issues closed out by due date	1,100	Due date
	Major hazard health and safety concerns	80% of concerns completed within 6 months	N/A	6 months

**Achieve 85% investigation of standard concerns within agreed timescales**

This target measures the percentage of standard health and safety concerns investigated and closed within agreed timescales, excluding gas concerns. It is designed to ensure concerns are addressed in a timely manner and include the work of the concerns and advice team. Prior year targets have been 75/80% and for 2023/24, this target has been increased to 85% to drive further improvement on timely completion.



# Ensure HSE is a great place to work, and we attract and retain exceptional people

## Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Implement pay reform and capability-based pay framework	<b>Q2</b>
Publish and implement People Strategy	<b>Q2</b>
Embed diversity and inclusion and ensure that the percentage of staff who have personally experienced bullying or harassment does not exceed 8%	<b>Q3</b>
Ensure average working days lost does not exceed 6.5 days per FTE	<b>Ongoing</b>
Achieve engagement index of 60% (56% in 2022)	<b>Q3</b>
Align and implement revised approach to regulatory training	<b>Q4</b>
Deliver 90% of HR performance metrics	<b>Ongoing</b>
Conclude final ACE programme actions and embed in leadership training and competencies	<b>Q3</b>

### Embed diversity and inclusion and ensure that the percentage of staff who have personally experienced bullying or harassment does not exceed 8%

This target is measured through the results of the Civil Service People Survey for HSE which is a cross civil service survey undertaken by the Cabinet Office. The measure is intended to cover experiences with both internal interactions within HSE as well as externally fulfilling our regulatory role. HSE has a zero-tolerance approach to discrimination, bullying and harassment and has been working across the organisation to reduce, year-on-year, the number of staff who experience this.

### Ensure average working days lost does not exceed 6.5 days per FTE

This target is based on a rolling 12 months of absence data and is calculated on a full-time equivalent basis. It is designed to ensure monitoring of absence for the organisation, and for specific divisions, so targeted action can be taken. The target is also monitored at a short-term and long-term absence breakdown to support necessary interventions.

**Achieve engagement index of 60% (56% in 2022)**

This target is measured through the results of the Civil Service People Survey for HSE which is a cross civil service survey undertaken by the Cabinet Office. It is based on five questions to determine how the organisation engages and motivates its people. The target has been increased from 56% to 60% in 2023/24 to reflect the ambition for increased engagement. We will also seek to track engagement against comparable organisations.

**Deliver 90% of HR performance metrics**

This composite target is designed to measure our success and progress against the People Strategy through a range of measures:

<i>Measure Title</i>	<i>Description</i>	<i>Target</i>
The HR performance metrics are a starting point to measure the effectiveness of a range of activities	Average time taken to recruit new colleagues	15 weeks
	Percentage of organisational turnover	10-12%
	Percentage of successful recruitment campaigns	80%
	Percentage of posts filled by internal candidates	30%
	Improve gender and diversity pay gaps	Improve by 10%

# Enabling activities

## Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Agree integrated plan across our operating model and revised regulatory processes	<b>Q3</b>
Agree common components programme to include payments and time recording for all digital change projects	<b>Q1</b>
Implement service solution to improve radiation protection and compliance	<b>Q3</b>
Implement a programme of work to update and improve our portfolio of web content and guidance	<b>Ongoing</b>
Engage 15,000 delegates through training and events	<b>Ongoing</b>
Agree estates strategy to support future ways of working	<b>Q4</b>
Further develop medium-term financial plan, including detailed plans to address 5% (£7m) reduction in core funding	<b>Q2</b>
Embed agreed performance framework	<b>Q3</b>
Achieve 90% of enabling corporate service performance measures	<b>Ongoing</b>
Agree plan to address Public Bodies Review recommendations	<b>Q2</b>

### Engage 15,000 delegates through training and events

This target will be measured through a combination of attendance at open training courses, in-company training courses, organised webinars, live product webinars and face-to-face conferences.



### Achieve 90% of enabling corporate service performance measures

This composite target is designed to start to measure how we will use our resources efficiently and effectively, while investing in capability and supporting infrastructure. This will improve organisational resilience.

<i>Measure title</i>	<i>Description</i>	<i>Target</i>
The enabling activities measures are a starting point to measure the effectiveness our enabling corporate services	Percentage of programmes with RED rating by year-end	20% or less
	Percentage cost of finance compared to organisational turnover	1.4%
	Percentage variance to forecast compared to Period 6 review	1%
	Office space per full-time equivalent member of staff	10m <sup>2</sup>
	Percentage of calls answered in the contact centre	95%
	Achieve planned science utilisation rates	100%
	Percentage of externally funded activity delivered on time	90%
	Percentage of IT service desk contacts resolved within SLA	90%
	Percentage of Freedom of Information requests responded to within deadlines	90%
	Percentage of potential prosecution cases reviewed with a charging decision within 12 weeks of full file submission	90%

**PROTECTING PEOPLE  
AND PLACES**



HSE Business Plan 2023/24