

# PROTECTING PEOPLE AND PLACES



## HSE Business Plan 2024 to 2025



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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



**0.9 million**

Workers suffering from work-related stress, depression or anxiety



**0.6 million**

Workers sustaining a workplace non-fatal injury



**135**

Workers killed at work



Acting as the Building Safety Regulator in England, we oversee **12,500** buildings registered so far and key building information submitted for over **10,000** to date



Regulation of over **300** 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



Over **300** biocide and pesticide Active Substances notified for GB review



**60+** potential hydrogen projects across the UK involving electrolytic, storage and distribution and carbon capture, usage and storage (CCUS) enabled projects currently planned or in development



More than **1,600** 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. We are dedicated to protecting people and places and helping everyone lead safer and healthier lives.**

This year marks 50 years since the Health & Safety at Work Act (HSWA) received Royal Assent. The Act was designed to consolidate and modernise health and safety at work legislation. January next year marks 50 years since the Health and Safety Executive (HSE) was formed.

Working conditions were very different five decades ago, with employees in factories and mining exposed to practices and processes that would seem inconceivable today. Since HSWA was introduced, Great Britain (GB) has become one of the safest places in the world to work in. Our success has been achieved through the dedication of our people, who deliver a combination of proportionate enforcement, regulatory work, engagement and development of standards and guidance.

Our ambitious strategy, *Protecting People and Places: HSE strategy for 2022-2032*, is designed to meet the challenges ahead. This Business Plan 2024 to 2025 details what we will deliver during the third year of our strategy, building on the progress made so far during the first two years.

We have invested significant effort in evolving our regulatory processes and structures to ensure our focus remains on tackling higher-risk activities efficiently and effectively. Our plan for this period has a strong focus on performance, further improving the effectiveness of our investigations and changing our ways of working to deliver our objectives.

To reduce work-related ill-health, our approach will bring people and organisations together. Our aim is to share knowledge to increase expertise across workplaces to help reduce worker's exposure to risk. By collaborating with co-regulators and calling for more leadership, we will inspire everyone to take more action.

We have made extensive progress in establishing the Building Safety Regulator (BSR) for England. We are delivering a range of new services with more going live this year. This includes a new regulatory regime for occupied higher-risk buildings, building assessment certification and the introduction of a regulated building control profession. All part of our work to help create a built environment where everyone is competent and takes responsibility to ensure buildings are of high quality and people feel safe.

We are supporting the development of new, emerging and growing net zero technologies. At the same time continuing to recognise the importance of maintaining our role in regulating the major hazards in existing energy industries.

As a proportionate and enabling regulator, we apply a range of regulatory approaches to improve health and safety at work, 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 increases our reach, influence and impact. Advocacy is at the heart of how we protect people and places.

We will be fair and just when using our legal powers, concentrating on the most serious risks and targeting industries with greatest hazards and sectors with the worst risk management record. 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 and other dutyholders to account for their failures and secure justice for victims and their families, making people and places safer.

A Department for Work and Pensions (DWP) commissioned Public Bodies Review to consider the form and function of HSE was published in May 2023. We were pleased it concluded that HSE is a mature and well-run regulator that fulfils its purpose.

We recognise that there is an element of uncertainty in setting out our plan now in the context of constrained public spending, the recent impact of high inflation and the level of change that we are going through. Whilst we have increased target expectations across several operational activities, in other areas just maintaining performance is an organisational stretch given the resource constraints. Despite this we remain confident that we will respond with agility if we need to reprioritise our resources, while recognising that this may impact some of the targets and deliverables in this plan.

This is an exciting time for HSE as we commence delivery of the third year of our strategy. As the world and our approach in delivering our strategy evolves, 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 everyone in HSE continues to adapt and respond to the challenges. 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 to 2032:

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

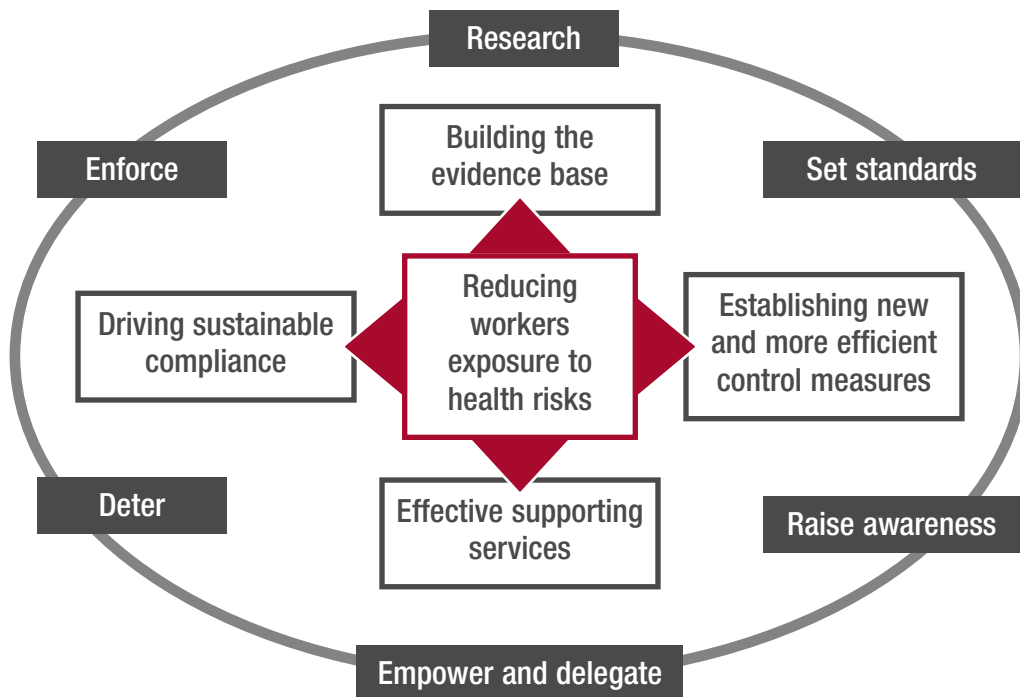


## Reduce work-related ill health, with a specific focus on mental health and stress

We will encourage employers and our partners to do more to prevent work-related ill health.

Work-related health conditions can be mentally and physically devastating for workers and their families. Disabled workers or workers with long-term health conditions can be excluded if workplace risks are not managed appropriately. Our plan is about taking a balanced, holistic approach to support people with health conditions and disabilities so they stay and succeed in work. By addressing both physical and psychological ill health caused by work, we are aiming to be one of the healthiest countries in the world to work in.

### HSE's approach to reducing work-related ill health



Our interventions aim to secure sustainable risk reduction using a blend of regulatory approaches:

- driving sustainable compliance with established control standards;
- establishing new and more efficient risk control measures;
- building an evidence base that enables discovery, analyses and validates understanding of work-related risks to worker health;

- where appropriate, supporting employers to access competent, effective and timely support services from occupational health, occupational hygiene, noise and vibration providers and other health and safety consultants.

Working with our partners, we will highlight the benefits of tackling work-related ill health and the significant costs to society of not doing so.

## **Building an evidence base**

Evidence from our research programme will help us better understand what controls and methods work and how these can be shared. This will include mental ill health considerations.

Success will be measured by embedding evaluation at the onset across our range of interventions. It will mean a focus on collecting and analysing data on exposures from biological monitoring and other relevant sources. This tracking of exposure over time will:

- help refine interventions in response to new insights;
- create opportunities to influence employers and workers to improve behaviours that may lead to risk.

## **Engagement**

Our annual health and work conferences over the past three years have engaged thousands of people in learning more about managing risks to health. They have helped to educate and enable employers to identify preventive actions.

Building on this success, we will deliver a Prevention Summit which will motivate stakeholders in taking action to help prevent health risk exposure. This forms part of our ongoing engagement programme to 2026.

## **Asbestos**

We will continue to deal with the legacy of asbestos in Great Britain by targeting those most at risk. Our interventions will help them understand the hazards and the actions they should take. This includes more communications using our guidance to raise awareness among workers who may be less familiar with risks from disturbing asbestos. We will also:

- reach out to dutyholders who are responsible for managing risk;
- continue regulating licence compliance for asbestos contractors, to ensure they remove and dispose of asbestos safely.



## Dust

To help industry eliminate risk from breathing dust, we will target all those involved in:

- commissioning, designing and specifying operations;
- hiring and maintaining equipment;
- providing competent advice;
- measuring and reviewing protective measures.

To reduce workers' exposure, we will build regulatory influence by working with our partners and others in the supply chain. From quarry to construction sites, the focus will be on eliminating risk and substituting with less dusty products and processes.

## Work-related stress

We are continuing to develop our regulatory approach for reducing work-related stress. Working in partnership, we will develop practical steps for all workplaces that help them prevent exposure to issues causing work-related stress.

Our ongoing focus on musculoskeletal disorders (MSDs) and other health risks means we are already targeting key causes and factors that underly work-related stress. We will seek to develop an approach to inspecting practical measures that we do identify as being sustainable and preventive, aimed at established controls in higher-risk workplaces.

## Inspections planned for 2024 to 2025

We aim to ensure more inspection time is invested overall in reducing risk and protecting people and places. This will involve delivering 14,000 inspections with an increasing focus on health priorities to achieve reduced ill health. Securing compliance on health is more complex than safety, due to the time it takes to assess the effectiveness of a broader mix of control measures.

Our targeted inspections will check dutyholder compliance with management of risks from asbestos, noise and MSDs. They will focus on:

- the quality of consultancy and occupational health services being provided;
- checking compliance with legal requirements for health surveillance.

Other inspections will:

- enforce preventive controls for occupational lung disease from exposure to respirable crystalline silica, wood dust and isocyanate paints;
- be aimed at avoiding exposure to radiation, lead, dichloromethane;

- gain assurance that dutyholders are complying with clear, established expectations to prevent legionella outbreaks;
- involve inspecting ambulance trusts and their practical controls that prevent workers' exposure to issues causing work-related stress, such as violence and aggression.

## **Support health and work**

We will continue to work closely with the Department for Work and Pensions (DWP) and Department of Health and Social Care (DHSC) Joint Work and Health Directorate to support health and work.

Our focus on prevention is supporting employers to protect their workers' health and keep them in the workforce. Information we provide will be developed in response to evidence, such as feedback on our principle-based guidance on supporting health and disability.

We will also support the response to the 'Occupational Health: Working Better' consultation. This will be achieved by:

- influencing employers and service providers to ensure they commission quality occupational health provision;
- focusing on interacting with others who provide critical support, including occupational hygiene and health and safety consultants.

We will also continue to consult and engage with Scottish and Welsh Governments, and the Health and Safety Executive for Northern Ireland, by sharing information and providing support on the strategy and plans for reducing work-related ill health.

## Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Establish a programme of work with external providers to build evidence base for mental ill health	<b>Q2</b>
Deliver a Prevention Summit to motivate stakeholders to take action needed nationally to prevent exposure to health risks	<b>Q3</b>
Deliver 14,000 proactive inspections (see Annex)	<b>Ongoing</b>
Deliver and evaluate interventions targeting risks to workers from failure to manage asbestos, MSDs and noise (see Annex)	<b>Ongoing</b>
Deliver and evaluate targeted interventions to key health risks including respiratory diseases, legionella outbreaks, lead poisoning, asphyxiation from using dichloromethane and causes of work-related stress (see Annex)	<b>Ongoing</b>
Work with the DWP and DHSC Joint Work and Health Directorate to support health and work	<b>Ongoing</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 (BSR) and changes 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.

### **Establishing BSR**

We have made extensive progress in establishing the regulator. In November 2023, we published our Building Safety Regulator Strategic Plan 2023-2026 and key services have gone live, including:

- the registration of higher-risk buildings (HRBs);
- the registration of building control professionals, building control bodies.

Further services will go live in 2024 to 2025, including the establishment of the new regulatory regime for occupied HRBs. This includes building assessment certification and the introduction of a regulated building control profession. Work to support the delivery of statutory functions will include providing additional guidance on building safety law, alongside wide-ranging work with stakeholders to build awareness and help amplify the impacts of our operational activity.

As we start to deliver our range of regulatory work, we will closely monitor delivery and test any assumptions which may lead to changes in the detail of our plans.

### **Delivering consistent standards within the building control profession**

From April 2024, registration for building inspectors and private sector building control approvers will become mandatory. We will then be responsible for regulating the building control profession in England

and Wales. The new registers will be maintained and developed during the year. We will continue to work with third parties to support their development of schemes to assess professionals against the building inspector competence framework.

Key information is required quarterly from every building control body, in both the public and private sector, and the new regulated building control profession will be subject to audit, investigation, and enforcement.

## **Overseeing and driving improvements across the built environment**

Statutory advisory committees have been set up, they will be instrumental in helping us drive improvement across the industry. We will continue to work with the Residents' Panel and stakeholders across the built environment through the Building Advisory and Industry Competence Committees.

## **Regulating the planning, design and construction of building work in HRBs and new HRBs**

We are now the largest building control authority in England with authority for HRBs, implementing a more stringent regime for their design and construction. Before planning permission is granted, we check that building designs address fire safety. Building work cannot start until an application has been approved.

We will also manage the transition of new-build HRB projects into the building control regime that went live in October 2023. This work will be delivered in line with the transitional arrangements set out in legislation.

## **Ensuring residents in HRBs are safe**

Making sure that residents feel safe where they live is central to our regulatory approach. We will continue to work with the Residents' Panel to inform the development of policy, guidance, and communication in line with our published principles of engagement.

Along with new rights to receive information about the safety of their building, residents will be involved in these decisions. Accountable persons are required to respond to residents' concerns about building safety risks quickly and effectively. Residents can escalate their concerns if this does not happen. We will also investigate selected mandatory occurrences reports to identify any potential risks or issues so appropriate interventions can be taken.

Over 11,700 HRBs in England are registered with BSR. We have used the registration information to create a complete picture of these buildings across England for the first time. From April 2024, we will start:

- assessing safety case reports and other key management systems for occupied HRBs;
- the process for issuing building assessment certificates.

This assessment process will identify how those responsible for HRBs are managing the risks to residents, and those around their buildings, from the risks of fire spread and structural failure. Our work ensures those who fail to manage building safety are held to account.

## **Reviewing the building regulations**

We will be carrying out a programme of research and developing a plan for guidance on building regulations. Guidance will be prioritised based on risks and focused on the areas of most concern.

Our continuing work will involve improving guidance to clarify regulations. This will deliver better and more consistent building practices. As part of this work, we will begin a review of how we develop and share approved documents.

## **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 our work to establish full operating capability following the UK's exit from the EU.

We will also take forward work to reform the chemicals regulatory regimes we are responsible for. This will involve ensuring they are fit for purpose in Great Britain, using powers in the Retained EU Law (Revocation and Reform) Act 2023.

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;
- ensuring that the risks posed are communicated so that the necessary control measures can be put in place at the point of use.

We will finalise our restriction opinion under UK REACH for lead in ammunition.

We will continue to identify ways to improve our regulatory service delivery, without compromising the levels of protection to human health and the environment, and the assurance we provide. Initially, we will look at those improvements that can be achieved without legislative

change, while ensuring we support any reforms on retained chemicals EU legislation.

In 2024 to 2025 we will:

- pilot our approach to an Active Substance renewal programme for pesticides to inform future regulatory reform;
- deliver the agreed work programme for UK REACH;
- support Defra in activities required under the Official Controls Regulations including targeted inspections and regulatory control activities.

We will continue to engage and influence global chemicals regulatory regimes, for example:

- supporting work in the United Nations and Organisation for Economic Co-operation and Development;
- facilitating trade between the UK and its international partners;
- 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 carry out both piped natural gas and liquefied petroleum gas (LPG) work.

We will carry out compliance gas safety engineer competence checks to monitor if gas work is being done 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 a BSR Industry Conference focused on taking ownership and leadership to change culture and improve standards	<b>Q1</b>
Launch the Building Assessment Certification service	<b>Q1</b>
Develop triage and incident selection criteria to enable BSR to respond effectively to Residents' relevant complaints and mandatory occurrence reports	<b>Q1</b>
Deliver 90% of operational activities to service level agreements (see Annex)	<b>Ongoing</b>
Development of pre-consultation impact assessment to reform the chemicals regulatory framework	<b>Q3</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 lead in ammunition	<b>Q2</b>
Deliver planned assurance controls under the Official Controls Regulations	<b>Ongoing</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**

**We are committed to playing our part in supporting the energy transition, which will help deliver net zero objectives and also help enhance the UK's energy security.**

This builds on our work with other government departments, businesses and other stakeholders on their net zero programmes, ensuring a joined-up approach to regulation, with a focus on safety where needed.

### **Support delivery of net zero objectives**

The drive to deliver a hydrogen economy includes a suite of projects funded by the £240 million Net Zero Hydrogen Fund and the development of new electrolytic hydrogen generation. We will progress our understanding in those areas where HSE leads.

We will also encourage industry to continue to develop their understanding of the risks and challenges presented by these new technologies, working collaboratively with them and government. We will continue to support the Department for Energy Security and Net Zero (DESNZ) in providing independent and authoritative advice on the potential for using hydrogen to decarbonise heating by 2025. This is an essential element of DESNZ's Clean Heat Programme. We will bring together policy knowledge, scientific, and regulatory expertise from across HSE to assess the safety evidence put forward by industry.

The knowledge and understanding of the health and safety risks and hazards associated with CCUS technology is limited. There has been some engagement with UK and international academia, industry and research establishments. However, knowledge gaps remain, limiting our ability to develop policy and effectively regulate this new technology area.

We will therefore carry out a prioritised programme of research activity to address these requirements. Key knowledge gaps include:

- understanding of the failure models;
- mitigations and controls relevant to the behaviour of CO<sub>2</sub> due to its different characteristics and phases compared to current hydrocarbon substances.

Achieving net zero requires extensive changes across the economy. These include major infrastructure decisions and large-scale transitions in energy sources, usage, and transport. The accelerating deployment of renewables, including the goal to develop 50GW of offshore wind by 2030, could potentially change the risk profile of these industries. We will ensure the regulatory framework effectively manages and regulates new and novel renewable technologies, including floating offshore wind and hybrid wind energy and hydrogen production facilities.

New technologies will also bring the need for new competency and capability in the UK workforce. We will identify where we can support industry through the development of training offers to meet this demand.

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;
- how changes in working practices to remove environmentally damaging products from processes can affect workers.

We have an important role in assurance around new technologies and recognise how HSE must play its part as a statutory consultee to the planning system. We will review our activities considering new net zero technologies, identifying where we may need new tools or approaches to continue to provide public safety advice to planning authorities.

## **Reduce our own carbon footprint**

Having completed work to baseline our own 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 seek to replace our diesel vehicles for electric pool vehicles where appropriate and install electric charging points at our Bootle and Buxton sites.

In 2024 to 2025 we will develop an appropriate governance structure and set clear responsibilities at an Executive level for sustainability activities. We will invest effort into our reporting and monitoring to co-ordinate our internal activities as part of a coherent plan. We will achieve our Greening Government Commitments against an agreed baseline.

## Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Provide health and safety expertise and support Net Zero programmes including the DESNZ Clean Heat Programme	<b>Ongoing</b>
Undertake work to amend health and safety legislation to ensure it is fit for purpose to regulate offshore hydrogen production and carbon capture	<b>Ongoing</b>
Develop the evidence base for hydrogen and carbon capture and storage to support policy development and regulatory activity	<b>Q4</b>
Review HSE's activities as a statutory consultee to the planning system in relation to new net zero technologies	<b>Q4</b>
Deliver a programme of interventions to support the development of new, emerging and growing net zero technologies, and pilot projects on EV charging and on maintaining ageing assets in the national grid (see Annex)	<b>Ongoing</b>
Develop a research capability for liquid hydrogen	<b>Q3</b>
Develop governance structure and reporting arrangements to co-ordinate internal sustainability activities	<b>Q2</b>
Achieve our Greening Government Commitments against agreed baseline (see Annex)	<b>Ongoing</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 proportionate enforcement, proactive regulatory work, stakeholder engagement, development of practical standards and guidance and focused communication campaigns. 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 increase our focus on addressing high-risk activities efficiently and effectively. In 2024 to 2025 we will embed these processes into the way we work. This will include:

- restructuring and refocusing our field and construction divisions to form dedicated investigation, inspection and specialist divisions, to deliver further efficiencies;
- implementing a new risk-based decision-making model to determine which reportable, non-fatal, safety incidents we will investigate - resulting in fewer, more impactful investigations. This will focus resource on investigations where regulatory input is required to ensure 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, resulting in higher levels of resolution in our customer services contact centre with fewer but more impactful inspections;
- investigating 85% of all standard concerns within agreed timescales;

- continuing to use our expanded internal legal resource to lead our prosecutions, which will produce a more consistent and efficient process;
- continuing to replace the legacy regulatory case management system.

## **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 also 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 selected investigations will take priority. Critical areas of focus will be process safety leadership, and asset integrity and maintenance.

We continue to recognise the importance of maintaining our role in regulating the major hazards in existing energy industries. Following the adoption of the North Sea Transition deal initiative to accelerate offshore green energy transition, we will regulate different operational models aimed at delivering decarbonisation of the sector. Platform electrification, asset repurposing and reuse and decommissioning techniques all contribute to reducing sector emissions alongside offshore carbon capture and storage and hydrogen technologies.

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.

## **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. Following the introduction of specific performance measures, we will further reduce the time taken to instigate enforcement action and close out investigations to refocus resource on high-priority activities. We will complete investigations more quickly and only commit further resource when there is evidence of likely enforcement or a clear opportunity for industry-wide learning.

## **Improve our proactive regulatory intervention outcomes**

To deliver on our 10-year strategic objectives to reduce ill health and maintain safety, we are developing and implementing long-term, targeted plans for specific health and safety challenges. These intervention plans will span multiple years and deploy the full range of our regulatory levers to target the causes of poor behaviours and risk, such as:

- increasing our scientific knowledge;
- developing effective policies;
- delivering targeted communications and guidance;
- partnership working;
- permissioning and inspection campaigns.

In addition to assessing matters of evident concern at every inspection, we will deliver, and evaluate a programme for high-risk areas.

We will also carry out a sample of follow up inspections to confirm the outcome of previous interventions. This will help us to determine if actions have had the expected impact and to inform future activity. Our interventions will use 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 engage with other regulators, such as the Scottish Environmental Protection Agency, to share our approach and learn from them. 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. For example, as a member of the Construction Leadership Council's Health, Safety and Wellbeing Working Group, we work in partnership with key industry stakeholders and dutyholders to help to tackle risk.

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

**Our deliverables in the year will be:**

<i>Deliverable</i>	<i>When</i>
Implement initial phase of a new risk-based decision model for non-fatal safety RIDDORS	<b>Q2</b>
Implement revised concerns handling process using a risk-based decision model	<b>Q1</b>
Deliver 90% of major hazard interventions within agreed timescales (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>
Deliver enforcement outcomes associated with inspection within expected ranges (see Annex)	<b>Ongoing</b>
Achieve 85% investigation of standard concerns within agreed timescales (see Annex)	<b>Ongoing</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 building on the significant progress made in:

- recruitment;
- hybrid working;
- learning and development;
- health, safety and wellbeing;
- diversity and inclusion.

We will aim to improve Civil Service People Survey scores during 2024 to 2025.

### Implement our People Strategy

We will continue to implement our People Strategy to support high-performance work and promote our vision, mission, values, and objectives. It focuses on:

- nurturing diversity;
- inclusion;
- wellbeing;
- autonomy;
- value alignment;
- employee growth.

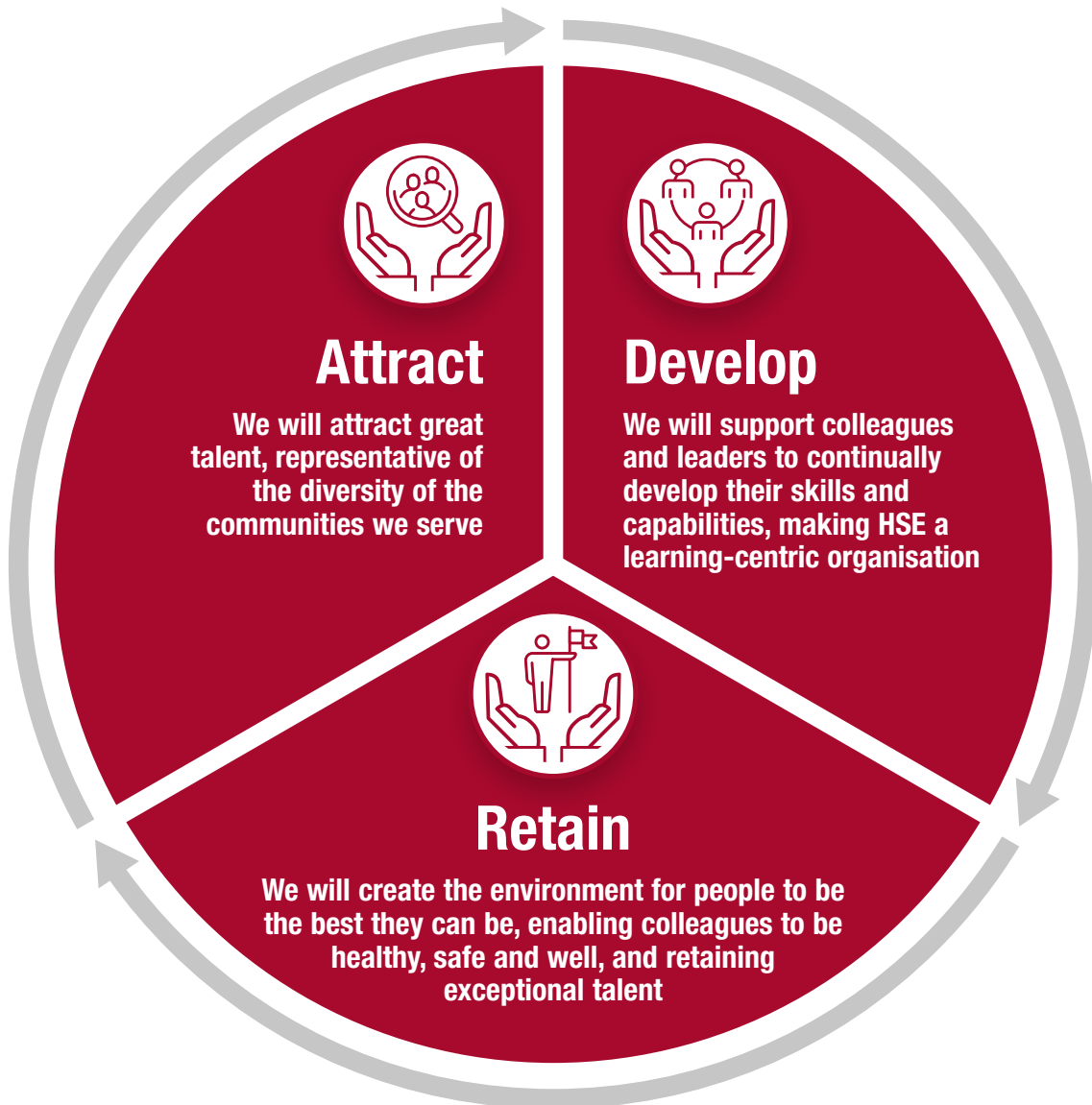
It will enable us to increase retention, engagement, productivity, and performance.

As part of the implementation, we have developed performance metrics and we will aim to deliver a minimum of 90% of the metrics.



## Our strategic objectives

### Diversity, Equity and inclusion



### Attract talent

As we continue to face new challenges and opportunities, it is critical our organisation is full of people who are skilled, diverse and committed to our mission and objectives. This will include:

- use of social media platforms to expand and diversify the applicant pool;
- defining our brand offering and why HSE is a great place to work;
- implementing a campaign evaluation process to measure the effectiveness and efficiency of our recruitment practices;
- offering clear hybrid/flexible working options and competitive employee benefits.

## Develop colleagues

We will support colleagues and leaders to continually develop their skills and capabilities, making HSE a learning-centric organisation. This will include:

- modernising the accessibility of learning and development opportunities for all colleagues, ensuring they have the necessary resources, tools and platforms to acquire new skills and knowledge;
- enhancing our Leadership and Management development to offer essential skills and competencies through targeted development opportunities;
- supporting the implementation of BSR by defining the organisational structure, job profiles, recruitment activity and developing a learning and development proposition;
- implementing a consistent approach to regulatory training with increased routes of entry to ensure delivery of future regulatory capacity;
- enhancing our approach to workforce planning to assess the organisation's current and future capability needs.

## Retain people

We will create an environment for people to be the best they can be, enabling colleagues to be healthy, safe and well and retain exceptional talent. Supporting colleagues to deliver at their very best is critical to achieving our strategic objectives. This will include:

- simplifying our current complex pay system;
- designing a workplace to support inclusivity, particularly in relation to disability;
- continuing to improve our level of cultural maturity in health, safety and wellbeing and manage improvement activities through the existing Risk Committees;
- creating an environment that is inclusive, respectful and values diverse perspectives, offering opportunities for personal and professional growth that align with the unique talents, making everyone feel valued in HSE and integrated in our career pathways;
- delivering training programs to raise awareness and foster inclusion and diversity across teams, encouraging open communication and support for underrepresented groups;
- keeping our colleagues informed, listening to their views, and involving them in our mission. We want to improve our engagement score in the 2024 People Survey as part of our ambition to be a Civil Service high-performing organisation;
- working closely with HSE Trade Unions as openly and widely as possible so they can help inform proposals from the earliest opportunity.

### Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Use of social media platforms to expand and diversify the applicant pool	<b>Q1</b>
Design revised approach to health and safety regulatory training	<b>Q2</b>
Develop workforce plan for future capability	<b>Q4</b>
Simplify pay system	<b>Q3</b>
Deliver improvements in the health, safety and wellbeing survey scores (see Annex)	<b>Q4</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 57% (55% in 2023) (see Annex)	<b>Q3</b>
Deliver 90% of HR performance metrics (see Annex)	<b>Ongoing</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 Roadmap for change

We have invested effort in establishing the fundamentals and the foundations for transformational change which has included:

- setting up BSR;
- delivering pesticides digital improvements;
- delivering changes to the Ionising Radiation service including new digital service for consents;
- developed new digital casework management system for inspections to be rolled out in 2024 to 2025;
- creation of focused inspection, investigation and specialist divisions;
- changes to concerns handling and new incident selection criteria to be rolled out in 2024 to 2025.

We have continued to build our delivery capabilities, ways of working and structures.

Having now established an in-house change and digital capability, our focus this year is to increase the use of data, insight and intelligence throughout our operational processes. This will include:

- honing the digital BSR services and how this could support the format for other services;
- continuing the development and roll-out of new digital services;
- building data and insight capability;
- developing our web channel to further improve accessibility and user experience.

We will integrate knowledge management and quality assurance and undertake a skills gap analysis to drive targeted change capability activity, including improving change leadership and business case production.

We will implement an integrated approach to benefits realisation tracking and reporting to make benefits happen in line with expectations.

We will continue our programme to replace the Single Operating Platform (SOP) which is our Human Resources, Finance and Procurement shared service platforms. This will initially be working alongside other government departments within the shared service delivery cluster.

To support our change, we will further invest in our IT infrastructure including an office technical refresh to enhance Wi-Fi accessibility.

Our Portfolio Board will review dependencies and build this into the continuous review of change programmes.

## **Improve website content**

This year we will modernise the look of our website and make our content more accessible. We are continuing work to improve our portfolio of guidance, focusing on areas that help us deliver our strategic objectives. By meeting our agreed website strategy and improving links with GOV.UK, we will reach more users and citizens.

We will also publish our new Welsh Language Scheme.

## **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. The target below has been increased by 5,000 attendees.

## **Implement estates strategy**

Following the development of a sustainable estates strategy that sets clear standards for what we need from our offices, we will commence longer-term implementation. 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.

## **Measuring our performance**

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 and operational 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 2024 to 2025, we will focus on key activity and productivity measures that determine how well we deliver our strategic objectives and that underpin our regulatory cost recovery regimes and financial sustainability.

## **Compliance Indicator Framework**

We will develop a framework of indicators to bring together and understand HSE's levels of compliance in key areas including legislation, other external requirements and internal policies. The indicators will be reported periodically in the Hub. This will further improve visibility of our compliance and will directly underpin assurances required as part of the annual governance statement.

## Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Develop digital services for Biocides and Investigation	<b>Q4</b>
Undertake a skills gap analysis to improve change capability	<b>Q3</b>
Implement integrated approach to benefits realisation tracking and reporting	<b>Q3</b>
Undertake office IT technical refresh	<b>Q3</b>
Implement a programme of work to modernise the look of our website, make our content more accessible and improve our portfolio of guidance	<b>Ongoing</b>
Publication of HSEs new Welsh Language Scheme	<b>Q2</b>
Engage 20,000 delegates through training and events (see Annex)	<b>Ongoing</b>
Establish impact measurement strategies	<b>Q4</b>
Develop framework of compliance indicators and report periodically to Executive Committee	<b>Q2</b>
Achieve 90% of enabling corporate service performance measures (see Annex)	<b>Ongoing</b>

# Financial outlook

## Context

Over the past decade we have reduced our reliance on central government funding, with over £100 million of savings since 2010 to 2011, as recognised in the 'Public Bodies Review of the Health and Safety Executive (HSE) 2023': [www.gov.uk/government/publications/health-and-safety-executive-public-bodies-review](https://www.gov.uk/government/publications/health-and-safety-executive-public-bodies-review). We recognise the current context of financial challenges such as inflation, supply chain issues and public sector financial constraints, so we have set a business plan that reflects our constrained finances. We have a strong record in driving efficiencies and ensuring that the burden of costs falls on those who create risk.

## Financial challenges

Our 2024 to 2025 business planning has been focused on addressing considerable financial challenges of over £20 million including:

- £7 million efficiency challenge set as part of SR21;
- inflationary pressures across all services including two Public Finance Initiatives agreements which are increased annually by inflation;
- loss of sub-tenants within the estate;
- supporting effort and response to the Covid pandemic inquiry;
- pay related pressures due to 2022 and 2023 pay awards funded below Cabinet Office Pay Remit level.

All our known cost pressures are planned to be managed through a combination of:

- cost recovery income (both new and existing regimes);
- productivity efficiencies;
- overhead efficiencies;
- successful re-let of space in our Bootle headquarters.

We will deliver efficiencies from the strategic effort we have invested in transforming key processes including a risk-based Incident Selection Criteria to improve enforcement outcomes, a consistent approach to concerns handling and legal resource to lead our prosecutions. We have restructured our field and construction workforce into three new functions - investigation, inspection and specialists - to deliver benefits including improved visibility of demand and control of resourcing. As part of the planning process, expectations have been agreed for time spent on regulating in the new divisions, to deliver improved efficiency and impact.



This year's projects, outlined in this business plan, demonstrate our continued commitment to operating efficiently, effectively, and economically. Our broadening role and continued 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.

Our 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 2023 across government arm's length bodies concluded HSE as a strong performer.

Overall, we recognise the challenge of continuing to try to drive efficiencies across our operations while still delivering similar outcomes and impact, and we will need to reprioritise within increasingly constrained resources.

## **2024 to 2025 budget**

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 2024 to 2025 comprises:

- planned total expenditure of £357 million;
- £188 million funded through grant in aid;
- £169 million 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>203</b>
Staff-related costs	<b>9</b>
Estates and accommodation	<b>37</b>
Information systems/information technology	<b>15</b>
Technical support	<b>7</b>
Depreciation	<b>9</b>
Other including programme expenditure	<b>54</b>
Programme and Research and Development (R&D) capital	<b>16</b>
Baseline capital	<b>7</b>

## 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 2024 to 2025 we have enhanced our performance measures (see Annex) to focus on monitoring the effectiveness of our:

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

We have included composite measures in this plan, and we review underlying measures as part of our monthly visual performance hub. We 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 Finance and Performance Committee provides assurance to HSE Board on business performance, finances and people matters. It also reviews supporting systems and the ongoing development of our performance framework.

Our People and Remuneration Committee provides assurance to HSE Board that there are suitable systems for scrutinising the incentive structure and succession planning for senior leadership.

Our performance indicators and targets for 2024 to 2025 include:

<i>Key Performance Indicator</i>	<i>2021/22 Actual</i>	<i>2022/23 Actual</i>	<i>2023/24 Outturn</i>	<i>2024/25 Target</i>
Milestones in plan delivered	85%	85%	90%	90%
Fatal investigations completed within 12 months of primacy	78%	83%	80%	80%
Non-fatal investigations completed within 12 months of incident	92%	95%	93%	90%
Deliver a balanced budget	Yes	Yes	Yes	Yes
Engagement Index (Civil Service People Survey (CSPS))	62%	56%	55%	57%
Average working days lost per full-time equivalent	6.0	7.0	6.5	6.5
% of staff experiencing bullying or harassment (CSPS)	9%	8%	9%	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 2024 to 2025 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 most 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 as appropriate.

For 2024 to 2025 we will further 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 timely, 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.

We also operate a number of 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.



## 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>
Establish a programme of work with external providers to build evidence base for mental ill health	<b>Q2</b>
Deliver a Prevention Summit to motivate stakeholders to take action needed nationally to prevent exposure to health risks	<b>Q3</b>
Deliver 14,000 proactive inspections (see below)	<b>Ongoing</b>
Deliver and evaluate interventions targeting risks to workers from failure to manage asbestos, MSDs and noise (see below)	<b>Ongoing</b>
Deliver and evaluate targeted interventions to key health risks including respiratory diseases, legionella outbreaks, lead poisoning, asphyxiation from using dichloromethane and causes of work-related stress (see below)	<b>Ongoing</b>
Work with the DWP and DHSC Joint Work and Health Directorate to support health and work	<b>Ongoing</b>

### Deliver 14,000 proactive inspections

Our aim is to deliver 14,000 inspections. An increasing focus on inspecting health priorities may limit our ability to achieve the target, but we will ensure more inspection time is invested overall in reducing risk and protecting people and places. This is a target for total inspections identified in this plan 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 with serious risks immediately (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 and evaluate interventions targeting risks to workers from failure to manage asbestos, MSDs and noise**

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 percentage.

<i>Measure title</i>	<i>Health risk priorities</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	Inspections on broad health priorities will cover: <ul style="list-style-type: none"> <li>• noise-induced hearing loss;</li> <li>• MSDs;</li> <li>• Occupational Health provision: health surveillance;</li> <li>• Asbestos – duty to manage and construction</li> </ul>	4,500	40-60	Enforcement



**Deliver and evaluate targeted interventions to key health risks including respiratory diseases, legionella outbreaks, lead poisoning, asphyxiation from using dichloromethane and causes of 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>Health risk priorities</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	Silica	2,000	40-50	Enforcement
	Wood dust	2,000	50-60	Enforcement
	Dusty ingredients	250	50-60	Enforcement
	Isocyanate spraying	500	40-50	Enforcement
	Legionella	100	30-40	Assurance
	Lead exposure	100	50-60	Enforcement
	Asbestos contractor licence compliance	800	N/A	Assurance
	Violence, aggression and work-related stress	16	40-60	Enforcement
	Dichloromethane exposure	50	50-60	Enforcement
	Radiation	126	50-70	Enforcement



## 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 a BSR Industry Conference focused on taking ownership and leadership to change culture and improve standards	<b>Q1</b>
Launch the Building Assessment Certification service	<b>Q1</b>
Develop triage and incident selection criteria to enable BSR to respond effectively to Residents' relevant complaints and mandatory occurrence reports	<b>Q1</b>
Deliver 90% of operational activities to service level agreements (see below)	<b>Ongoing</b>
Development of pre-consultation impact assessment to reform the chemicals regulatory framework	<b>Q3</b>
Deliver 95% of planned permissions for biocides and pesticides, authorisation opinions under UK REACH and CLP Opinions/ Technical Reports to legislative timescales (see below)	<b>Ongoing</b>
Finalise restriction opinions under UK REACH for lead in ammunition	<b>Q2</b>
Deliver planned assurance controls under the Official Controls Regulations	<b>Ongoing</b>
Deliver a programme of 50,000 domestic gas safety engineer competence checks through our commercial partner (see below)	<b>Ongoing</b>

### **Deliver 90% of operational activities to service level agreements**

These measures demonstrate how consistent standards and 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 BSR operational activities, we will ensure that consistent standards are delivered within the built environment and respond in a timely way consistent with the agreed SLA	Deliver 95% of urgent and 80% of non-urgent Planning Gateway one applications to agreed SLA	2,000	As per SLAs
	Deliver HRB building control applications to agreed SLA (including new build, refurbishments and transitional arrangements)	1,200 – 1,500	12 weeks (new) 8 weeks (simple refurb)
	Inspect 20% of building control bodies	85	Legislative timescales
	Commence Building Assessment Certificates applications	1,400 – 1,800	Legislative timescales

**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	700	Legislative timescales
	Deliver permissions for biocides	140	Legislative timescales
	Deliver authorisation opinions under UK REACH	35	Legislative timescales
	Deliver Classification, Labelling and Packaging (CLP) Opinions Technical Report	40	Legislative timescales
	Deliver assurance inspections under the Official Controls Regulations on behalf of Defra and the Scottish and Welsh Governments	450	

All indicative volume targets have been increased for 2024 to 2025 to reflect increased investment in resources.

**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>
Provide health and safety expertise and support to Net Zero programmes including the DESNZ Clean Heat Programme	<b>Ongoing</b>
Undertake work to amend health and safety legislation to ensure it is fit for purpose to regulate offshore hydrogen production and carbon capture	<b>Ongoing</b>
Develop the evidence base for hydrogen and carbon capture and storage to support policy development and regulatory activity	<b>Q4</b>
Review HSE’s activities as a statutory consultee to the planning system in relation to new net zero technologies	<b>Q4</b>
Deliver a programme of interventions to support the development of new, emerging and growing net zero technologies, and pilot projects on EV charging and on maintaining ageing assets in the national grid (see below)	<b>Ongoing</b>
Develop a research capability for liquid hydrogen	<b>Q3</b>
Develop governance structure and reporting arrangements to co-ordinate internal sustainability activities	<b>Q2</b>
Achieve our Greening Government Commitments against agreed baseline (see below)	<b>Ongoing</b>

**Deliver a programme of interventions to support the development of new, emerging and growing net zero technologies, and pilot projects on EV charging and on maintaining ageing assets in the national grid**

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 pilots for electric vehicle charging, the safe demolition and dismantling of obsolete energy infrastructure 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 enable a safe transition to net zero through a proactive inspection campaign which combines enforcement, assurance and evaluation activity	Demolition and dismantling of obsolete energy infrastructure	20	40-60	Enforcement
	Construction building adaptation	60	20-30	Assurance

**Achieve our Greening Government Commitments against agreed baseline**

The Green 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, while 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>
Implement initial phase of a new risk-based decision model for non-fatal safety RIDDORS	<b>Q2</b>
Implement revised concerns handling process using a risk-based decision model	<b>Q1</b>
Deliver 90% of major hazard interventions within agreed timescales (see below)	<b>Ongoing</b>
Complete 80% of fatal investigations within 12 months of primacy (see below)	<b>Ongoing</b>
Complete 90% of non-fatal investigations within 12 months of incident date (see below)	<b>Ongoing</b>
Achieve an average increasing rate of enforcement action as investigations progress through the formal review points (see below)	<b>Ongoing</b>
Deliver enforcement outcomes associated with inspection within expected ranges (see below)	<b>Ongoing</b>
Achieve 85% investigation of standard concerns within agreed timescales (see below)	<b>Ongoing</b>



### Deliver 90% of 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>
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:	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	65	Depends on type
Confirm dutyholders have properly focused their risk management efforts on major hazards, and are controlling risks and complying with the law	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	80	13-26 weeks
Take proportionate action, including enforcement, to ensure dutyholders make improvements where there is evidence of significant shortfalls in control measures	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
Provide advice to the planning system to protect people around major hazard sites, pipelines and licensed explosive sites	On-shore major hazard planned inspections	Inspections completed by due date	500	Due date
	Follow-up on On-shore major hazard 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	500	Depends on type
	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

### **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. These targets have been increased for 2024 to 2025 following the establishment of a dedicated inspection division which will drive further efficiencies.

- 55% of all cases will have been completed within 3 weeks and we expect an average enforcement rate of 35% on those cases that remain open for investigation.
- 75% of all cases will have been completed within 11 weeks and we expect an average enforcement rate of 50% on those cases that remain open for investigation.
- 80% of all cases will have been completed within 19 weeks and we expect an average enforcement rate of 60% on those cases that remain open for investigation.
- 85% of all cases will have been completed within 27 weeks and we expect an average enforcement rate of 65% on those cases that remain open for investigation.

- 90% of all cases will have been completed within 35 weeks and we expect an average enforcement rate of 70% on those cases that remain open for investigation.
- 95% of all cases will have been completed within 43 weeks and we expect an average enforcement rate of 75% on those cases that remain open for investigation.

This will be measured through local data collection initially and verified through case management records.

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

This target is a subset of the 14,000 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 inspection which combines enforcement, assurance and evaluation activity. It will target sectors where evidence, research and insight demonstrate high levels of incidence and risk	Fairgrounds	100	30-40	Assurance
	Construction sites (as part of health topics)	N/A	40-50	Enforcement
	Reactive inspections following intelligence	N/A	50-60	Enforcement

**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 customer services. Prior year achievement has been 75/80%, and for 2024 to 2025 this target has been maintained at 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>
Use of social media platforms to expand and diversify the applicant pool	<b>Q1</b>
Design revised approach to health and safety regulatory training	<b>Q2</b>
Develop workforce plan for future capability	<b>Q4</b>
Simplify pay system	<b>Q3</b>
Deliver improvements in the health, safety and wellbeing (HSW) survey scores (see below)	<b>Q4</b>
Embed diversity and inclusion and ensure that the percentage of staff who have personally experienced bullying or harassment does not exceed 8% (see below)	<b>Q3</b>
Ensure average working days lost does not exceed 6.5 days per FTE (see below)	<b>Ongoing</b>
Achieve engagement index of 57% (55% in 2023) (see below)	<b>Q3</b>
Deliver 90% of HR performance metrics (see below)	<b>Ongoing</b>

### Deliver improvements in the HSW survey scores

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 monitor our progress in delivering improvements against our nine organisational priorities following the embedding of the Achieving Cultural Excellence (ACE) programme.

### 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 57% (55% in 2023)**

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 55% to 57% in 2024 to 2025 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%
	Improve gender and diversity pay gaps	Improve by up to 10% over the life of the People Strategy

# Enabling activities

## Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Develop digital services for Biocides and Investigation	<b>Q4</b>
Undertake a skills gap analysis to improve change capability	<b>Q3</b>
Implement integrated approach to benefits realisation tracking and reporting	<b>Q3</b>
Undertake office IT technical refresh	<b>Q3</b>
Implement a programme of work to modernise the look of our website, make our content more accessible and improve our portfolio of guidance	<b>Ongoing</b>
Publication of HSEs new Welsh Language Scheme	<b>Q2</b>
Engage 20,000 delegates through training and events (see below)	<b>Ongoing</b>
Establish impact measurement strategies	<b>Q4</b>
Develop framework of compliance indicators and report periodically to Executive Committee	<b>Q2</b>
Achieve 90% of enabling corporate service performance measures (see below)	<b>Ongoing</b>

### Engage 20,000 delegates through training and events

This target has increased by 5,000 and 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	10 m <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 2024/25