

**PROTECTING PEOPLE  
AND PLACES**



# **HSE Business Plan 2025 to 2026**



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## The Challenge



**12k**

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



**1.7 million**

Working people suffering from work-related ill health



**138**

Workers killed at work



**0.6 million**

Workers sustaining a workplace non-fatal injury



**0.8 million**

Workers suffering from work-related stress, depression or anxiety



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



Over **400** biocide and pesticide Active Substances notified for GB review



**59** potential hydrogen projects across the UK involving electrolytic, storage and distribution and Carbon Capture, Usage and Storage (CCUS) enabled projects currently planned



**16** confirmed projects across the UK for Carbon Capture, Usage and Storage (CCUS) and Hydrogen



Over **1600** 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.**

We are proud that in the 50 years since the Health and Safety Executive (HSE) was formed, Great Britain (GB) has become one of the safest places in the world to work. Our success has been achieved through the dedication of our people, who deliver a combination of proportionate enforcement, targeted 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 2025 to 2026 details what we will deliver during the fourth year of our strategy, building on the learnings and progress made so far during the last three years.

As a proportionate regulator, we play our role in the government's growth mission. We develop policies, being mindful of the impact on growth wherever possible, with any potential negative growth impacts mitigated or avoided.

We will take forward work to deliver on the specific commitments we have made in the Government Regulation Action Plan ([www.gov.uk/government/publications/a-new-approach-to-ensure-regulators-and-regulation-support-growth](https://www.gov.uk/government/publications/a-new-approach-to-ensure-regulators-and-regulation-support-growth)). This includes ensuring that our regulatory regimes are used effectively to protect workers from harm at work, enabling a healthy and productive workforce. Regulation is used to uphold vital standards in building safety, protecting residents and providing clarity so that developers can invest with confidence. In addition, ensuring that our chemical regimes protect consumers from detriment and maintain confidence in markets.

The latest health and safety statistics, summarised above in the Challenge, support our move to invest more in proactive interventions to address work-related health risks. Our aim is to be one of the healthiest countries in the world to work in, by sharing knowledge to increase expertise across workplaces and helping to reduce workers' exposure to risks. Building on our learning from previous years, and by collaborating with co-regulators and developing industry and stakeholder leadership, we will inspire everyone to take more action.

We are actively addressing the legacy of asbestos in Great Britain by focusing on those most at risk and raising awareness among workers. Additionally, we will consult on targeted reforms to the Control of Asbestos Regulations.

We have made extensive progress in establishing the Building Safety Regulator (BSR) for England. We are delivering and embedding a range of services that will improve the safety of residents in newly constructed and existing higher-risk buildings. This includes the regulatory regime for occupied higher-risk buildings, building assessment certification and delivering consistent standards within the building control profession. This is 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 aim to protect both human and animal health as well as the environment through the safe and effective use of chemicals. This year, we will continue our work on the impact of ‘forever chemicals’, ensuring that our regulatory decisions are based on the latest scientific evidence and technical knowledge.

We are supporting the development of new, emerging and growing net zero technologies. The transition to net zero is happening now. In addition to our extensive programme of prioritised research, we are already enabling innovation. This includes assessing safety cases, such as repurposing offshore installations for carbon capture and storage. At the same time, we continue to recognise the importance of maintaining our role in regulating major hazards in existing energy industries.

As a proportionate and enabling regulator, we 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 and other dutyholders the confidence to manage risk themselves. Our approach supports the government’s growth mission, helping to boost productivity, supporting growth in the economy and contributing to a fairer society.

We are starting to use artificial intelligence to analyse vast quantities of our data to identify interventions, which will contribute to even safer workplaces throughout Great Britain.

We lead the way, but we do not act alone. Collaboration and partnerships with local authorities, trade unions, stakeholders, industry bodies and dutyholders 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. Our work involves targeting industries and sectors with the greatest hazards and the poorest risk management records. Inspection and compliance checks help ensure that serious risks are managed sensibly. When things go wrong, investigation helps us get to the root cause and learn lessons that we share with industry and wider stakeholders. 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.

Recent Public Bodies Reviews and benchmarking activities have concluded that HSE is a mature, well-run and efficient regulator that fulfils its purpose. This year we will be finalising our submission for the Spending Review 2025 (SR25) while ensuring our regulatory environment continues to be pro-growth and pro-investment. Good health and safety is good business.

We recognise that there is an element of uncertainty in setting out our plan now, given the context of constrained public spending and the level of change that we continue to go through. In a number of areas, demand has exceeded our capacity. While we have again increased expectations across several operational activities, in other areas, simply maintaining performance is an organisational challenge due to 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 celebrate our 50th birthday and begin the fourth year of delivering our strategy. As the world and our approach to delivering the strategy 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 everyone in HSE continues to adapt and respond to the challenges. We are privileged to lead them in delivering 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

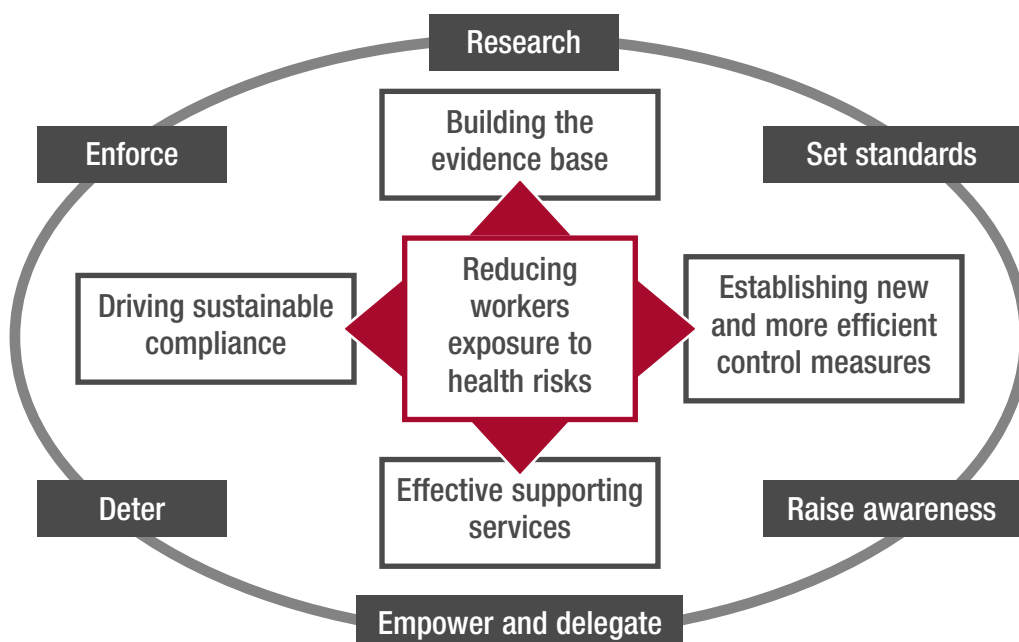
**We will encourage employers and our partners to do more to prevent work-related ill health.**

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 aim to be one of the healthiest countries in the world to work in.

In 2022 to 2023 the cost of work-related ill health to society was £14.5 billion. Each year, an estimated 20,000 new cases of breathing and lung problems, and an estimated 12,000 prevalent cases of hearing problems are caused or made worse by work.

In 2023 to 2024, work-related stress, depression or anxiety led to a total of 16.4 million days lost. Additionally, an estimated 543,000 workers were affected by work-related musculoskeletal disorders, which accounted for 32% of all work-related ill health, resulting in an estimated 7.8 million working days lost.

### 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 in accessing 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.

## **Our work-related ill health priorities**

Having already achieved key successes last year, our priority areas for 2025 to 2026 will be:

### **Building an evidence base**

Evidence from our research programme will help identify practical measures for addressing work-related stress and build an understanding of the complexities of mental health at work.

Success will be measured by tracking exposure over time and using enhanced data from inspection findings that will:

- help refine the focus and targeting of interventions in response to new insights;
- support developments designed to influence employers and workers to improve behaviours that lead to risk.

We will be undertaking research into the control of risk from stone dust containing high levels of crystalline silica (engineered stone). This evidence will be critical to informing policy and designing interventions.

### **Engagement**

Our long-term engagement programme with key stakeholders will build momentum throughout 2025 to 2026, following our first Prevention Summit held in November 2024. The summit brought together 75 leading and influential stakeholders from a broad range of industries, trade unions, professional bodies and trade associations, to encourage collaboration.

The aim is to stimulate preventative action on work-related ill health, focusing on the benefits of tackling risks to workers' health and the

significant costs to both businesses and society when these risks are not effectively managed.

## **Asbestos**

We will continue to address the legacy of asbestos in Great Britain by targeting those most at risk. To help them understand the hazards and the actions they should take, our communications and guidance will clarify roles and responsibilities. Our work includes raising awareness among workers about the risks of disturbing asbestos.

We will inspect and investigate dutyholders who are responsible for managing risk. This will include continuing to regulate licence compliance for asbestos contractors to ensure they remove and dispose of asbestos safely.

Additionally, we will consult on targeted reforms to the Control of Asbestos at Work Regulations.

## **Dust**

Expansion of our Health Focused Inspections, introduced in 2024, will include a focus on hazardous dusts in 2025 to 2026. This is in addition to asbestos, MSDs, noise-induced hearing loss, and taking enforcement action where there is poor compliance with health surveillance requirements.

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

- commissioning, designing and specifying operations;
- supplying products and equipment, including hiring and maintaining;
- providing competent advice on risks and controls;
- measuring exposure and reviewing protective measures.

To reduce workers' exposure, we will build regulatory impact by working with stakeholders and manufacturers in the supply chain. The focus will be on eliminating risk and substituting with less dusty products and processes, wherever possible, and on providing good exposure controls.

## **Work-related stress**

We are continuing to develop our regulatory approach for reducing work-related stress. Our research programme focuses on identifying practical steps for workplaces that help 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. Selective targeting of inspections will seek to establish practical measures that are sustainable and preventive in higher-risk workplaces.

### **Inspections planned for 2025 to 2026**

We aim to ensure more time is invested in health overall by reducing risk and protecting people and places. This will involve delivering inspections, focusing more 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 management and control measures.

Our targeted inspections will focus on managing risks from asbestos, noise, MSDs and hazardous dust. The inspections will check dutyholder compliance where health surveillance is legally required, including the quality of consultancy and occupational health services being provided.

Inspections will also focus on enforcing:

- preventive controls for occupational lung disease from exposure to respirable crystalline silica, dusty ingredients in bakeries and isocyanates;
- measures for avoiding exposure to radiation, lead and chromium VI;
- practical controls that prevent workers' exposure to issues causing work-related stress, such as violence and aggression;
- clear, established expectations to prevent legionella outbreaks, gaining assurance that dutyholders are complying with the law.

### **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.

We will also support the government's 'Make Work Pay' agenda, the independent Employer Review, and engage with the proposals set out in the 'Get Britain Working' White Paper. 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, occupational health providers and health and safety consultants;
- ensuring guidance and regulations are fit for purpose for a modern workforce, including those related to workplace temperatures.

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. We will look to work in partnership with government departments, health and social care regulators, other health and safety regulators, trade bodies and unions to address ill health and work-related stress in key sectors.

### Our deliverables in the year will be:

| <i>Deliverable</i>   | <i>When</i>     |
|--|-----------------|
| Complete research programme building the evidence base for practical measures addressing work-related stress                     | <b>Q4</b>       |
| Complete research programme evidencing issues involved in the control of risk from stone dust containing higher levels of silica | <b>Q4</b>       |
| Actions following on from the Prevention Summit 2024 to be agreed with participating stakeholders                                | <b>Q1</b>       |
| Complete proposal for consultation about targeted reform to the Control of Asbestos at Work Regulations                          | <b>Q4</b>       |
| Deliver 14,000 proactive inspections (see Annex)   | <b>Ongoing*</b> |
| Deliver and evaluate interventions targeting failure to manage risks causing ill health (see Annex)                              | <b>Ongoing</b>  |
| Deliver and evaluate interventions targeted to provide assurance that key health risks are being managed (see Annex)             | <b>Ongoing</b>  |

*\* A definition of ongoing is defined in Annex: Performance measures on page 41*



## **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 establishment of the Building Safety Regulator (BSR) within HSE's Building Safety Division (BSD) through the Building Safety Act 2022 has seen us take on a distinct and challenging role: ensuring the safety of residents in both newly constructed and existing higher-risk buildings (HRBs) in England.

HSE, through its Technical Policy team, is responsible for Approved Documents which provide guidance for construction of buildings in the built environment, not just HRBs. We now regulate all building control professionals in England and are working to raise the competency of those working in the built environment and construction sectors.

The Grenfell Tower Public Inquiry: Phase 2 report, published on 4 September 2024, highlights the challenges faced in changing the culture that led to the tragedy at Grenfell Tower. The poor quality of building control applications for work on HRBs, along with the quality of safety cases for occupied HRBs, shows that the industry is still struggling to effectively manage and address building safety risks.

We will continue to develop the new building safety regime as regulatory services evolve, through the opportunities presented by the government's acceptance of recommendations in its response to the inquiry report. This will require us to be agile in delivering the government's commitments in the response that fall under BSR's remit, while also supporting the government in delivering further reforms to building safety. We will also be playing a major role in the government's commitment to remediate all buildings which have unsafe cladding, not just HRB's.

After successfully establishing BSR last year and navigating the complexities of a new regime, our priorities for this year will be:

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

Making sure that residents are safe where they live is central to our aims and regulatory approach. We will continue to work with the statutory

Residents' Panel to inform the development of policy, guidance, and communication, in line with our published principles of engagement.

Along with their established rights to receive information about the safety of their building, residents will also be involved in decisions that affect their homes. Principal 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 continue to investigate mandatory occurrences reports which meet the criteria to identify any potential risks or issues, so appropriate interventions can be taken. Our Customer Services Team investigates relevant concerns and intelligence from HRB residents.

Around 12,500 HRBs in England are registered, and we have used this information to create a complete picture of these buildings across England for the first time. This provides critical information to inform our regulatory interventions.

We will work with the Ministry of Housing, Communities and Local Government (MHCLG), local authorities, regional mayors, fire and rescue services, and other relevant agencies and organisations to help implement the government's Remediation Acceleration Plan, aiming to remediate both in-scope HRBs and assist in the remediation of lower-rise buildings.

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

The Planning Gateway One service is now fully embedded and meeting required service level agreements (SLAs).

During 2024 to 2025, we brought forward recruitment in the building control service to address delays in meeting SLAs for new builds and refurbishments. These delays were due to factors not accounted for in the original assumptions and were outside of our control, notably higher demand than expected and the impact of some supply chain failures. The additional recruitment helped us move towards meeting our SLAs by the end of last year, and operations will continue to monitor throughput to ensure it stays on track.

However, building control faces significant challenges this year, particularly with the commitment to meet the targets set out in the government's Remediation Acceleration Plan for the removal of unsafe cladding. There is an expectation of an increase in applications for both new HRBs and refurbishment work, over and above current levels.

We will carry out key research into fire spread on large areas of exposed rigid insulation, focusing on validating the results of a single burning test at a larger scale as part of the classification of building products.

## **In-Occupation**

For 2025 to 2026, it is estimated that 1,500 Building Assessment Certificates (BAC) directions will be called in, with 750 BAC assessments expected to be completed by the end of the year. We will keep an in-year option to prioritise high-pressure laminate and timber-clad buildings if the need arises. We will also review the process involving the multi-disciplinary team's assessment of safety cases for remediation.

Work to support the delivery of statutory functions will continue, providing additional guidance on building safety law, alongside wide-ranging work with stakeholders to increase awareness and amplify the impact of our operational activities.

We will continue to closely monitor the delivery of regulatory activities and test any assumptions that could lead to changes in the detail of our plans.

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

We have registered over 4,000 Registered Building Inspectors (RBIs) and 79 Registered Building Control Approvers (RBCAs) and have begun auditing building control authorities in 2024 to 2025. We will continue to carry out our audit programme, based on the quarterly information submitted, investigate any concerns raised about individual RBIs or building control bodies, and take enforcement action where necessary.

We will continue to work with third parties to help develop schemes for assessing professionals against the building inspector competence framework.

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

Statutory advisory committees have been set up and have been 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, as well as working groups.

## **Grenfell Inquiry Report: Phase 2 recommendations**

We will continue to work with MHCLG and the wider government to deliver the recommendations that were announced and accepted on 26 February 2025. We will implement the recommendation on gas valves and conduct a consultation to update Approved Document B.

## Reviewing guidance to the building regulations

We will carry out a programme of research and conduct several reviews of the guidance on building regulations. The reviews will be prioritised based on risks to the health, safety and wellbeing of people in and around buildings.

Our ongoing work will improve guidance on building regulations, delivering greater confidence on compliant building work. As part of this work, we will begin a fundamental review to gather feedback and optimise the delivery of guidance on building regulations.

## Safe use of chemicals

We aim to protect human and animal health, as well as the environment, through the safe and effective use of chemicals.

Retaining both experienced staff and those developing their expertise continues to be a challenge in maintaining our capability, with skill shortages affecting workflow and task completion.

Sufficient capacity and capability across a range of scientific disciplines are crucial to our delivery of chemicals regulation. We will revisit our current approach to strategic workforce planning and organisational structure to identify further measures to improve our performance. We will review activities and functions that do not form part of our core delivery work and address them accordingly.

We will continue to progress work on reforming the chemicals regulatory regimes we are responsible for and support the Department for Environment, Food and Rural Affairs (Defra) in its reforms. In particular, we will work with Defra and consult on how international approvals can be recognised to reduce the time and cost to bring chemical products, including biocides, to the GB market. This will involve ensuring the regimes are fit for purpose for Great Britain, amending legislation as necessary.

Our core regulatory work will focus on:

- assessing the hazardous properties of substances and the risks they may cause;
- granting permissions (where appropriate) for substances to enter and remain in chemical supply chains, including addressing overdue work and backlogs that have accumulated due to demand exceeding available resources;
- ensuring that risks are communicated so the necessary control measures can be put in place at the point of use;
- ensuring that we have suitable market surveillance and enforcement activities in place to support dutyholders with compliance.



We will continue to identify ways to improve our delivery of regulatory services and our approach to regulation, without compromising the protection of human and animal health or the environment. We will maintain a high level of assurance in the work we provide, ensuring that our regulatory decisions on chemicals are based on the latest scientific evidence and technical knowledge.

We will make improvements that do not require legislative change, while also continuing our work on per- and polyfluoroalkyl substances (PFAS), also known as ‘forever chemicals,’ with a particular focus on restrictions related to firefighting foams.

In 2025 to 2026 we will:

- work with Defra to provide clarity to industry regarding existing pesticide active substances;
- 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;
- support Defra on the Pesticides Fee review to ensure full cost recovery, as well as considering the future of the Pesticides Annual Charge.

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

- supporting work with the United Nations and the Organisation for Economic Co-operation and Development;
- facilitating trade between the UK and its international partners.

## **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 work with both piped natural gas and liquefied petroleum gas (LPG).

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>    |
|---|----------------|
| Support national and local Remediation Acceleration Plans for removal of unsafe cladding  | <b>Ongoing</b> |
| Establish the Remediation Enforcement Unit (subject to funding)   | <b>Q2</b>      |
| Complete research programme on the fire spread on large areas of exposed rigid insulation   | <b>Q4</b>      |
| Commence consultation to update Approved Document B   | <b>Q3</b>      |
| Procure and establish the Voluntary Occurrence Reporting scheme   | <b>Q2</b>      |
| Agree a plan for the delivery of the preferred option for inspection of gas pipeline isolation valves, responding to the Grenfell inquiry recommendation                        | <b>Q2</b>      |
| Deliver 90% of operational activities to service level agreements (see Annex)   | <b>Ongoing</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> |
| Launch a consultation on future options for biocides approvals  | <b>Q3</b>      |
| Finalise restriction opinion under UK REACH for firefighting foam   | <b>Q4</b>      |
| Deliver planned controls under the Official Controls Regulations  | <b>Ongoing</b> |
| Support Pesticides Fee review to ensure full cost recovery  | <b>Ongoing</b> |
| Deliver a programme of 48,000 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**

**As the nation's energy supply changes, we are committed to supporting the transition to decarbonise heat and transport, while enhancing the UK's energy security. We will build on our achievements and delivery last year, working with other government departments, businesses and stakeholders, with a focus on health and safety in this new and growing energy sector.**

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

The expansion of renewables in the power system has reduced the share of fossil fuels, but all routes to achieving the government's clean power system will require mass deployment of offshore and onshore wind, as well as solar. This rapid growth has the potential to change the risk profile of these industries.

We will support the development of safe operation of the onshore and offshore wind industry, with a focus on novel designs for:

- floating platforms;
- heavy lifting operations, including component changes;
- crew transfers from vessels to turbines;
- worker welfare and emergency arrangements;
- maintenance;
- workforce competence.

We will also ensure that the regulatory framework effectively manages and regulates new and novel renewable technologies, including floating offshore wind and hybrid wind energy, and hydrogen production facilities.

Renewables alone may not always meet demand, so we will support the deployment of other technologies, such as low-carbon dispatchable technologies like gas Carbon Capture, Utilisation and Storage (CCUS) or hydrogen, to provide longer-lasting power capacity. CCUS will be vital to decarbonising a range of industrial sectors.

We will continue to assess safety cases for repurposing offshore installations for carbon capture and storage activities, as well as for transporting carbon dioxide (CO<sub>2</sub>) in pipelines both onshore and

offshore. Our aim is to balance enabling development and innovation quickly and managing the risks, as there is limited understanding of the health and safety risks and hazards associated with CCUS technology and alternative liquid fuels.

We will encourage industry to continue developing their understanding of the risks and challenges associated with these new technologies, by working together with them and the government. We will make sure we have the appropriate facilities to deliver science at scale. Using our experience in hydrogen research, we aim to develop a new liquid and gaseous hydrogen capability to help address the challenges of safely using this new technology.

We will develop an engagement plan with key influencers involved in net zero technology and industry development, ensuring that health and safety are considered early in projects. We will also continue to recognise the importance of maintaining our role in regulating the major hazards in existing energy industries, ensuring they operate safely at all times until they are shut down.

Accelerating clean infrastructure projects through the planning system is essential to achieving the government's goals and ensuring investment to support the growth mission. As a statutory consultee in the planning process, we will provide safety advice to support local planning authorities and the Planning Inspectorate in their decision-making and identify areas where new tools or approaches may be needed.

New technologies will also need new competencies and capabilities in the workforce. We will identify areas where we can support industry by developing and offering training to help meet the demand for these new skills.

## **Reduce our own carbon footprint**

In 2024 to 2025 we put in place an appropriate governance structure through a Sustainability Steering Group and set clear responsibilities at an Executive level for sustainability activities.

Having completed work to baseline our carbon footprint, we will refresh our sustainability strategy, focusing on carbon emissions, energy consumption, water consumption, and waste generation. Specifically, in 2025 to 2026, we will:

- continue to reduce the fleet of vehicles and replace them with electric vehicles, now that electric charging points have been installed at our Buxton site;
- reduce environmental impacts from information and communication technology (ICT) waste by setting up new waste disposal arrangements;

- work with all suppliers in accordance with Government Buying Standards and align with the Greening Government Commitments (GGC);
- report our performance in line with the guidance set by HM Treasury's Task Force on Climate-Related Financial Disclosures (TCFD).

At our Buxton site, we have been working with the Derbyshire Wildlife Trust to restore habitats and stop the decline of species, while providing solutions to address climate change. This will help us meet the GGC target E: Nature recovery – making space for thriving plants and wildlife, and could also generate carbon credits to offset other activities.

We will achieve our GGC targets against an agreed baseline.

### Our deliverables in the year will be:

| <i>Deliverable</i>   | <i>When</i>    |
|--|----------------|
| Provide health and safety expertise to the Department for Energy Security and Net Zero (DESNZ) Clean Heat Programme completing the comprehensive formal assessment       | <b>Q3</b>      |
| Launch public consultation on legislation to regulate offshore hydrogen production and carbon capture and storage  | <b>Q1</b>      |
| Develop a plan for delivery of the preferred cost recovery option for work as a statutory consultee to the Nationally Significant Infrastructure Projects (NSIP) process | <b>Q3</b>      |
| Deliver an annual status update for identified knowledge gaps in the evidence base for hydrogen and carbon capture   | <b>Q4</b>      |
| Submit a business case for funding a capability for testing liquid hydrogen  | <b>Q3</b>      |
| Refresh Sustainability Strategy  | <b>Q2</b>      |
| Reduce environmental impacts from information and communication technology (ICT) waste through new waste disposal arrangements   | <b>Q4</b>      |
| Report our performance in line with HM Treasury's TCFD-aligned guidance  | <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, the 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, along 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 for successful businesses, and we will work to achieve the right regulatory balance between supporting excellent business practices and protecting workers and the public.

We will start work in 2025 to progress our commitments in the Government Regulation Action Plan. This includes consulting on:

- potential changes to the definitions of occupational diseases and dangerous occurrences reported under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations (RIDDOR), and consider improvements to the reporting process;
- the older prescriptive requirements of the Pressure Systems Safety Regulations (PSSR) and the Lifting Operations and Lifting Equipment Regulations (LOLER) to identify and remove unnecessary regulatory burdens, and identify potential changes to this legislation to reflect technological advances and reliability of work equipment.

### Embed our revised regulatory processes

We carried out extensive work last year to review and modernise our regulatory processes. This year, we will further increase our focus on addressing high-risk activities efficiently and effectively. In 2025 to 2026 we will fully embed these processes into the way we work. This will include:

- embedding the risk-based decision-making model to determine which reportable, non-fatal safety incidents we will investigate.

This will ensure consistency, leading to an increased proportion of investigations that address risk;

- implementing a consistent approach to handling concerns, resulting in higher levels of resolution in our customer services contact centre, prior to more focused follow up;
- investigating 85% of all standard concerns within agreed timescales;
- continuing to use our expanded internal legal resources to lead our prosecutions, which will deliver a more consistent and efficient process;
- reviewing our application of the Fee for Intervention cost recovery scheme to ensure it is fair for everyone. We will make sure fees are proportionate and consistently applied when there is a failure to manage risks that could seriously harm people;
- having delivered a new digital system for inspections, we will continue to replace the legacy regulatory case management systems for other regulatory activities.

The strategic effort put into updating and improving our regulatory process will ensure that frontline resources are focused on the most important work. We will set clear expectations for our inspection, investigation and specialist divisions to ensure we deliver further productivity improvements and efficiencies.

## **Deliver our Major Hazard Interventions**

Great Britain has highly specialised, strategically important industries that are essential to our economic and social infrastructure, whose processes and hazard potential can cause great harm to their workers, the environment, and the public. Our regulatory approach seeks to secure assurance that industries are identifying and managing the major hazard risks they create. The approach is described in our Major Hazard Regulatory Model.

Our regulatory activities in major hazard sectors aim to:

- confirm dutyholders properly focus their risk management efforts on major hazards, are controlling risks and complying with the law, and safely transitioning where existing assets are being repurposed or reused;
- 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;
- enable industry to innovate, lead, manage change and grow safely.

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

We plan to deliver a significant programme of offshore and onshore interventions, while recognising that delivering safety case and safety report assessments to defined statutory deadlines and selected investigations take priority. Critical areas of focus will be process safety leadership, asset integrity, maintenance, climate change impacts, cyber security and workforce competence.

We will build on the success of our Process Safety Leadership Principles programme where we engaged with industry to collectively identify areas of improvement.

The major hazards in established energy industries are changing as industry adapts and innovates. This includes repurposing existing assets for purposes such as carbon capture and storage or hydrogen generation, as well as redesigning systems, such as using wind turbines to provide power to offshore installations to achieve decarbonisation. These activities, along with aging assets, decommissioning techniques, and other emerging risks such as extreme weather, present increasing regulatory complexity. We will respond to these challenges with flexibility, enabling innovation and a safe transition while maintaining the safe operation of existing installations.

We will:

- strengthen our focus on high-priority Control of Major Accident Hazards (COMAH) businesses and use information from interventions to communicate important learning across the sector;
- continue to develop our plans to build the skills and resources needed to meet future onshore major hazard demands;
- review and improve how we handle applications in the Land Use Planning system;
- work across government to ensure the explosives licensing and permissioning regimes for high-hazard microbiological risks keep pace with innovation;
- support DESNZ in continuing to contribute cyber security interventions to the Network and Information Systems regime.

Our intervention approaches will be based on the latest available data and evidence. They will evolve and adapt in line with emerging challenges, risks and innovation 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 resources on high-priority activities. We will complete investigations swiftly and commit further



resources only when there is evidence of likely enforcement or a clear opportunity for industry-wide learning.

We will continue to support Local Authorities (LAs), other regulators, and law enforcement agencies with their investigations as appropriate. In 2025 to 2026, we will develop a clear commissioning process for specialist support. This will help us determine the right level of specialist resources needed and the appropriate funding approach.

We guide and support LAs in targeting inspections and taking enforcement action to ensure decisions are consistent and based on risk. We support LA regulators by providing one-to-one advice, as well as regular email and webinar updates that share best practices. We also provide technical and forensic support for complex LA investigation cases. Additionally, we now provide a national triage service to handle requests from LAs for specialist support, saving time and directing resources to the most complex cases.

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

Our interventions will use different communication methods, including media and social media to amplify messages and 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 industry stakeholders and dutyholders to help to tackle risk.

We are also making use of artificial intelligence (AI) to analyse vast quantities of our data, including inspection reports and incident descriptions. This innovative approach is unlocking valuable insights to improve safety for workers across construction and other industries. In 2025 to 2026, this will identify further interventions which will contribute to even safer workplaces throughout Great Britain.

We continue to proactively work with government and industry stakeholders to influence the proposed regulatory framework for AI and advance manufacturing, including 3D printers in the workplace.

## Our deliverables in the year will be:

| <i>Deliverable</i>   | <i>When</i>    |
|--|----------------|
| Review impact on effectiveness and resource of the new risk-based decision model for non-fatal safety RIDDORS                    | <b>Q2</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 time spent on direct casework 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> |
| Develop a new process for other regulators who commission specialist support from HSE  | <b>Q3</b>      |
| Carry out informal engagement and develop policy options for RIDDOR by mid-year, and launch formal public consultation           | <b>Q4</b>      |
| Carry out informal engagement and develop policy options for PSSR by mid-year, and launch formal public consultation             | <b>Q4</b>      |
| Carry out informal engagement and develop policy options for LOLER by mid-year, and launch formal public consultation            | <b>Q4</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 were pleased to achieve a 3% increase in engagement during a period of considerable change, and we aim to further improve Civil Service People Survey scores for 2025. The change included restructuring our field and construction workforce into 3 new functions: investigation, inspection, and specialists.

### 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:

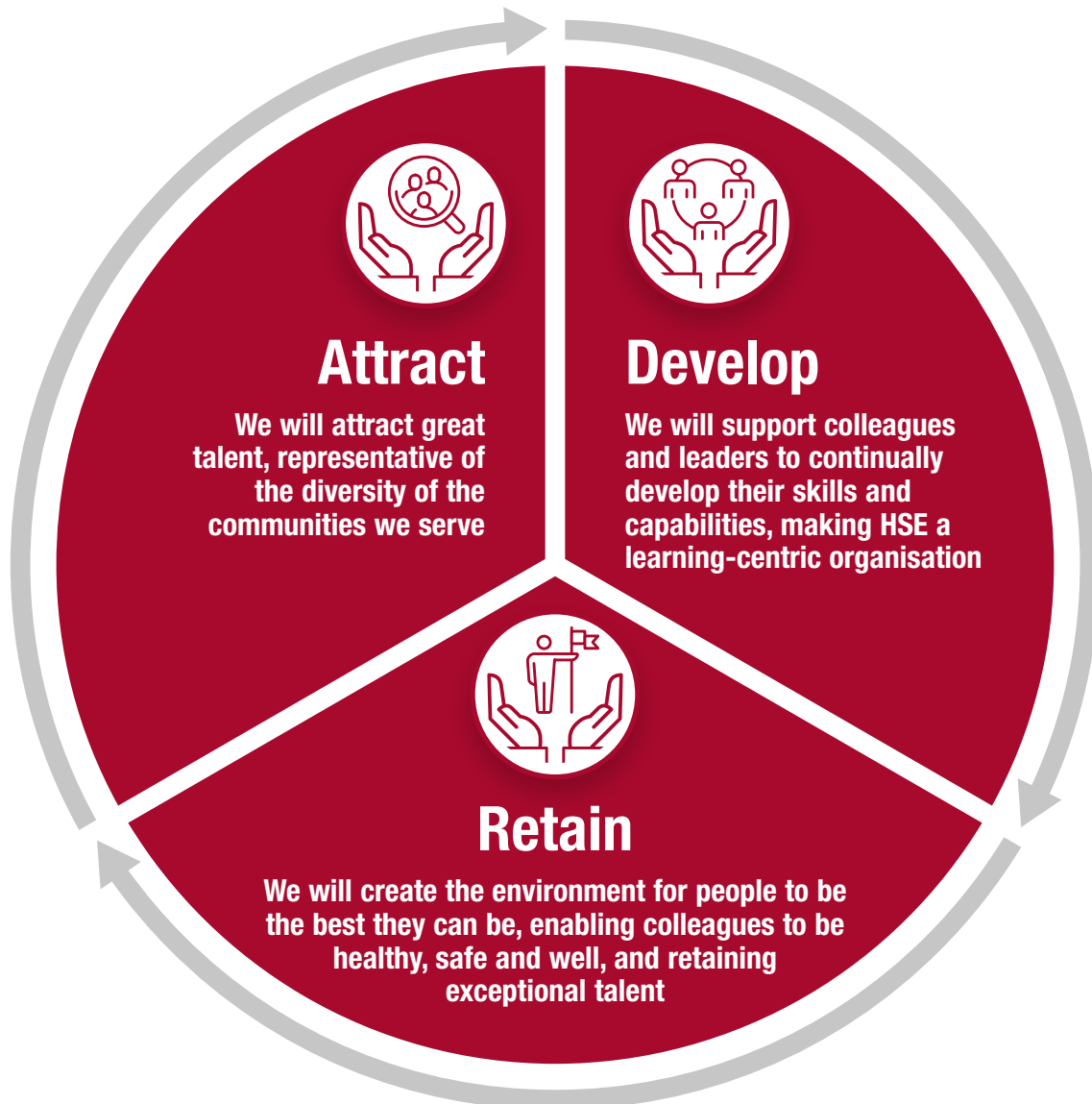
- diversity;
- inclusion;
- wellbeing;
- autonomy;
- value alignment;
- employee growth.

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

In implementing the People Strategy, we have:

- ensured our recruitment processes are underpinned by Civil Service Commission's recruitment principles;
- improved current recruitment systems and processes. Toolkits and workshops have led to consistency of service for both managers and candidates. This is continually reviewed with bi-monthly internal audits on recruitment campaigns being carried out.

As we continue to face new challenges and opportunities, it is critical our organisation has people who are skilled, diverse and committed to

our mission and objectives. This will include:

- continued 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;
- providing research-led recruitment by implementing a campaign evaluation process to measure how effective and efficient our recruitment practices are;
- offering clear hybrid or flexible working options and competitive employee benefits.

## **Develop colleagues**

In implementing the People Strategy, we have:

- modernised the accessibility of learning and development opportunities for all colleagues, ensuring they have the necessary resources, tools and platforms to gain new skills and knowledge;
- enhanced our Leadership and Management development to offer essential skills and competencies through targeted development opportunities;
- supported the implementation of a Building Safety Division by defining the organisational structure, job profiles, recruitment activity and developing a learning and development proposition.

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

- implementing a consistent approach to regulatory training with increased routes of entry to ensure delivery of future regulatory capacity, through enhanced digitalisation and blended delivery. This will also modernise the learning experience and provide flexibility for future reform;
- enhancing our approach to workforce planning to assess the organisation's current and future capability needs;
- developing an appealing colleague development offer which supports career pathways;
- improving the talent process to enable an effective talent pipeline and support career development.

## **Retain people**

In implementing the People Strategy, we have:

- reformed our complex pay structure, giving HSE the flexibility to quickly respond to changes in the external market or address critical retention or recruitment needs;

- embedded hybrid working, providing colleagues with the tools to collaborate and work together as a team.

We will continue to 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:

- continuing to evaluate and develop our pay and benefits system to ensure we offer a total reward package that helps attract and retain staff;
- creating an inclusive culture that values diversity in how we treat our employees and interact with those we regulate;
- continuing to improve our cultural maturity through managing and embedding health, safety and wellbeing activities through our Risk Committees;
- keeping our colleagues informed, listening to their views, and involving them in our mission. We want to improve our engagement score in the 2025 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.

We will use a number of internal and external measures to monitor our success and progress, including:

- people survey results;
- staff turnover and exit data;
- sickness absence levels;
- recruitment data;
- diversity statistics;
- performance and talent data;
- pulse surveys;
- external benchmarking;
- Health Safety and Wellbeing (HSW) Risk Performance Indicators from our HSW Risk Committees;
- disciplinary and grievance levels.

## Our deliverables in the year will be:

| <i>Deliverable</i>  | <i>When</i>    |
|---|----------------|
| Evaluate the effectiveness of social media platforms to expand and diversify the applicant pool   | <b>Q1</b>      |
| Implement enhanced digitalisation and blended delivery to reform health and safety regulatory training  | <b>Q4</b>      |
| Implement modular inspection and investigation pathways for all grades and specialists  | <b>Q4</b>      |
| Develop workforce plan for future capability  | <b>Q4</b>      |
| Embed the culture maturity framework to enable health, safety and wellbeing activities and evaluate effectiveness   | <b>Q4</b>      |
| Embed diversity and inclusion practices (see Annex) to ensure that: <ul style="list-style-type: none"> <li>percentage of inclusion and fair treatment at work exceeds 78%;</li> <li>percentage of staff who have personally experienced bullying or harassment does not exceed 7%;</li> <li>percentage of staff who have personally felt discriminated against does not exceed 9%.</li> </ul> | <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% (58% in 2024) (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 providing 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;
- the development of a new digital casework management system for inspections;
- embedding the new structure for inspection, investigation and specialist divisions;
- changes to concerns handling and new risk-based incident selection criteria;
- implementing an integrated approach to benefits realisation tracking and reporting;
- completing a full office technical refresh and enhanced Wi-Fi accessibility.

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

Having 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:

- continuing the development and roll-out of new digital services, replacing legacy case management systems using the Dynamics platform;
- building data and insight capability and developing a data strategy and implementation plan;
- developing our web channel to further improve accessibility and user experience.

Building on the successful centralised triaging of non-fatal safety RIDDORs and concerns, we will define a centralised tasking operating model for all regulatory operations to further improve efficiency, thereby releasing more frontline time for regulatory activities.



We will define and agree a systematic review of functions to develop a contact strategy for the organisation which will encompass all channels, including our future approach to telephony.

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 involve building a new operating model to replace SOP and Business Process Outsourcing, as well as developing a commercial strategy. It will require significant HR and Finance support, working with DWP to support the SOP replacement solution.

To support our resilience, business continuity and security, we will review our data centre approach in line with our digital roadmap.

In agreement with the Government Legal Department (GLD), we will bring in-house the work and resources that GLD currently provides to us. This will further strengthen our legal resources to deliver a more resilient and cost effective service. This year, HM Crown Prosecution Service Inspectorate (HMCPSI) will conduct the first inspection of HSE's prosecution processes. Our Legal Services Division will support this inspection (by invitation) and implement any recommendations from HMCPSI.

## **Improve website content**

During the second year of our three-year programme to modernise the look of our website and make our content more accessible, we will:

- further reduce our volume of old content by retiring the Solutions for HSE website and creating a much better user experience for those wanting to book training or buy our products and services;
- remove old, inaccessible forms by implementing the new gov forms service solution to improve how users provide their information to us in a modern and secure way.

We will continue to improve our portfolio of guidance, focusing on areas that help us deliver our strategic and business plan objectives. This work includes creating content for our digital services 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 our own 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. This year's target has been increased by 5,000 attendees from last year's target of 20,000.

## **Implement estates strategy**

Following the development of a sustainable estates strategy that sets clear standards for what we need from our offices, we will continue with 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 a focus on timely decision-making. 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 2025 to 2026, we will focus on key activity and productivity measures that determine how well we deliver our strategic objectives and underpin our regulatory cost recovery regimes and financial sustainability.

## **Compliance Indicator Framework**

We will continue to develop a framework of indicators to bring together and understand our levels of compliance in key areas, including cyber security. The indicators will be reported periodically to our Executive Committee. 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>    |
|---|----------------|
| Agree a programme to roll-out new digital services using the Dynamics platform  | <b>Q1</b>      |
| Develop a data strategy and implementation plan   | <b>Q3</b>      |
| Define a centralised tasking operating model for regulatory operations  | <b>Q4</b>      |
| Define and agree a systematic review of functions to develop a contact strategy, including our future approach to telephony   | <b>Q3</b>      |
| Implement a programme to replace the Single Operating Platform (SOP)  | <b>Ongoing</b> |
| Support HMCPSP inspection of HSE prosecution processes  | <b>Q2</b>      |
| Implement HMCPSP inspection recommendations   | <b>Q4</b>      |
| Continue our programme of work to modernise our website(s) by retiring Solutions for HSE and implementing the gov forms service solution to further improve accessibility | <b>Q3</b>      |
| Engage 25,000 delegates through training and events (see Annex)   | <b>Ongoing</b> |
| Agree activity and productivity measures as part of activity-based costing model to inform efficiency plan  | <b>Q2</b>      |
| Enhance cyber security through action plan mitigations and compliance indicator reporting   | <b>Ongoing</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, achieving savings of over £100 million since 2010, as recognised in the 2023 Public Bodies Review: <http://www.gov.uk/government/publications/health-and-safety-executive-public-bodies-review>. We recognise the current financial challenges, such as the impact of high inflation 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 2025 to 2026 business planning has been focused on addressing considerable financial challenges including:

- £7 million efficiency challenge set as part of Spending Review 2021 (SR21);
- inflationary pressures across all services, including 2 Public Finance Initiative agreements, which are increased annually based on inflation;
- loss of sub-tenants within the estate;
- supporting effort and response to the Covid pandemic inquiry;
- pay-related pressures due to the 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.

We will continue to deliver efficiencies from the strategic efforts we have invested in transforming key processes, including:

- a risk-based Incident Selection Criteria to improve enforcement outcomes;
- a consistent approach to concerns handling;
- legal resource to lead our prosecutions.

We have restructured our field and construction workforce into 3 new functions: investigation, inspection and specialists. This will 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 expand 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 benchmarking exercise led by the Cabinet Office in 2023, across government arm's length bodies, concluded that HSE is a strong performer. In all areas, including Finance, HR, Digital and IT, Estates and Internal Communications, our running costs are below the average when compared to similar regulators.

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 continue to prioritise within increasingly constrained resources.

## 2025 to 2026 budget

The Spending Review 2025 (SR25): Phase 1 informs our budget for 2025 to 2026, which comprises:

- planned total expenditure of £363 million;
- £206 million funded through grant in aid;
- £157 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>209</b> |
| Staff-related costs                           | <b>14</b>  |
| Estates and accommodation                     | <b>42</b>  |
| Information systems/information technology    | <b>17</b>  |
| Technical support                             | <b>6</b>   |
| Depreciation                                  | <b>9</b>   |
| Other, including programme expenditure        | <b>34</b>  |
| Partner regulator costs                       | <b>15</b>  |
| Baseline capital and Research and Development | <b>17</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 the costs to Britain as a result of incidents;
- working conditions and the 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 2025 to 2026 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 that 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 activities, and help us identify and strengthen areas for improvement.

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

Our performance indicators and targets for 2025 to 2026 include:

| <i>Key Performance Indicator</i>                                | <i>2022/23<br/>Actual</i> | <i>2023/24<br/>Actual</i> | <i>2024/25<br/>Outturn</i> | <i>2025/26<br/>Target</i> |
|---|---------------------------|---------------------------|----------------------------|---------------------------|
| Milestones in plan delivered                                    | 85%                       | 90%                       | 90%                        | 90%                       |
| Fatal investigations completed within 12 months of primacy      | 83%                       | 82%                       | 84%                        | 80%                       |
| Non-fatal investigations completed within 12 months of incident | 95%                       | 94%                       | 94%                        | 90%                       |
| Deliver a balanced budget                                       | Yes                       | Yes                       | Yes                        | Yes                       |
| Engagement Index (Civil Service People Survey (CSPS))           | 56%                       | 55%                       | 58%                        | 60%                       |
| Average working days lost per full-time equivalent              | 7.0                       | 6.3                       | 7.0                        | 6.5                       |
| % of staff experiencing bullying or harassment (CSPS)           | 8%                        | 9%                        | 7%                         | 7%                        |



## 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 2025 to 2026 Business Plan, which is cross-referenced accordingly. This year, we will continue our work to refine and evolve (or develop new) measures that 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 2025 to 2026, we will further improve our performance through focusing on improved efficiency and effectiveness of our decision-making and risk management, alongside 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 supports a monthly review of all performance by the Executive Committee. This 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 carried out 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 and ensure 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, further improving 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>    |
|--|----------------|
| Complete research programme building the evidence base for practical measures addressing work-related stress                     | <b>Q4</b>      |
| Complete research programme evidencing issues involved in the control of risk from stone dust containing higher levels of silica | <b>Q4</b>      |
| Actions following on from the Prevention Summit 2024 to be agreed with participating stakeholders                                | <b>Q1</b>      |
| Complete proposal for consultation about targeted reform of the Control of Asbestos at Work Regulations                          | <b>Q4</b>      |
| Deliver 14,000 proactive inspections (see below)   | <b>Ongoing</b> |
| Deliver and evaluate interventions targeting failure to manage risks causing ill health (see below)                              | <b>Ongoing</b> |
| Deliver and evaluate interventions targeted to provide assurance that key health risks are being managed (see below)             | <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 the completion of a case record on the regulatory case management system. Inspecting key industry sectors, workplaces and work activities is important, as it ensures that risks are being managed effectively.

We target and inspect dutyholders:

- in sectors that 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 failure to manage risks causing ill health

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

| <i>Measure title</i>  | <i>Health risk priorities</i>  | <i>Volume (inspections)</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>• health surveillance;</li> <li>• asbestos – duty to manage;</li> <li>• hazardous dusts (including silica and wood dust).</li> </ul> | 8,000                       | 40-60                               | Enforcement            |
|   | Dusty ingredients  | 50                          | 40-60                               | Enforcement            |
|   | Isocyanate spraying  | 1,000                       | 40-60                               | Enforcement            |
|   | Lead exposure  | 100                         | 40-60                               | Enforcement            |
|   | Compliance for chrome platers using chromium VI compound   | 45                          | 40-60                               | Enforcement            |
|   | Duty to manage asbestos in public sector buildings   | 700                         | 40-60                               | Enforcement            |
|   | Reactive inspections following intelligence  | N/A                         | 40-60                               | Enforcement            |
|   | Radiation  | 25                          | 40-60                               | Enforcement            |

## Deliver and evaluate interventions targeted to provide assurance that key health risks are being managed

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

| <i>Measure title</i>  | <i>Health risk priorities</i>          | <i>Volume (inspections)</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 | Legionella                             | 45                          | 30-40                               | Assurance              |
|   | Asbestos contractor licence compliance | 800                         | N/A                                 | Assurance              |



## 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>    |
|---|----------------|
| Support national and local Remediation Acceleration Plans for removal of unsafe cladding  | <b>Ongoing</b> |
| Establish the Remediation Enforcement Unit (subject to funding)   | <b>Q2</b>      |
| Complete research programme on the fire spread on large areas of exposed rigid insulation   | <b>Q4</b>      |
| Commence consultation to update Approved Document B   | <b>Q3</b>      |
| Procure and establish the Voluntary Occurrence Reporting scheme   | <b>Q2</b>      |
| Agree a plan for the delivery of the preferred option for inspection of gas pipeline isolation valves, responding to the Grenfell inquiry recommendation                        | <b>Q2</b>      |
| Deliver 90% of operational activities to service level agreements (see below)   | <b>Ongoing</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> |
| Launch a consultation on future options for biocides approvals  | <b>Q3</b>      |
| Finalise restriction opinion under UK REACH for firefighting foam   | <b>Q4</b>      |
| Deliver planned controls under the Official Controls Regulations  | <b>Ongoing</b> |
| Support Pesticides Fee review to ensure full cost recovery  | <b>Ongoing</b> |
| Deliver a programme of 48,000 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 (applications)</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 80% HRB building control applications to agreed SLA (new build and refurbishments)   | N/A                                     | 12 weeks (new)<br>8 weeks (simple and complex refurb) |
|  | Deliver 100% HRB building control applications for all remediation work related to removal and replacement of unsafe cladding  | N/A                                     | Legislative timescales                                |
|  | Inspect 25% of building control bodies   | 85                                      | Legislative timescales                                |
|  | We will: <ul style="list-style-type: none"> <li>complete the assessment of 1,400 Year 1 BAC applications;</li> <li>direct 1,500 new BAC applications for Year 2 and complete 50% of them.</li> </ul> | 1,400<br>750                            | 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   | 720                      | Legislative timescales |
|   | Deliver permissions for biocides   | 115                      | Legislative timescales |
|   | Deliver authorisation opinions under UK REACH  | 20                       | Legislative timescales |
|   | Deliver Classification, Labelling and Packaging (CLP) Opinions/Technical Report                                    | 40                       | Legislative timescales |
|   | Deliver controls under the Official Controls Regulations on behalf of Defra and the Scottish and Welsh Governments | 475                      | As per SLA             |

## **Deliver a programme of domestic gas safety engineer competence checks through our commercial partner**

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

| <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 48,000 domestic gas safety engineer competence checks through our commercial partner | 48,000                   | 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 to the Department for Energy Security and Net Zero (DESNZ) Clean Heat Programme completing the comprehensive formal assessment       | <b>Q3</b>      |
| Launch public consultation on legislation to regulate offshore hydrogen production and carbon capture and storage  | <b>Q1</b>      |
| Develop a plan for delivery of the preferred cost recovery option for work as a statutory consultee to the Nationally Significant Infrastructure Projects (NSIP) process | <b>Q3</b>      |
| Deliver an annual status update for identified knowledge gaps in the evidence base for hydrogen and carbon capture   | <b>Q4</b>      |
| Submit a business case for funding a capability for testing liquid hydrogen  | <b>Q3</b>      |
| Refresh Sustainability Strategy  | <b>Q2</b>      |
| Reduce environmental impacts from information and communication technology (ICT) waste through new waste disposal arrangements   | <b>Q4</b>      |
| Report our performance in line with HM Treasury's TCFD-aligned guidance  | <b>Q2</b>      |
| Achieve our Greening Government Commitments against agreed baseline (see below)  | <b>Ongoing</b> |

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

The Green Government Commitments framework for 2021 to 2025 sets out the actions the government will take to improve the environmental impact of its estate and operations, while promoting greater efficiency and the 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>    |
|--|----------------|
| Review impact on effectiveness and resource of the new risk-based decision model for non-fatal safety RIDDORs                    | <b>Q2</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 time spent on direct casework 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> |
| Develop a new process for other regulators who commission specialist support from HSE  | <b>Q3</b>      |
| Carry out informal engagement and develop policy options for RIDDOR by mid-year, and launch formal public consultation           | <b>Q4</b>      |
| Carry out informal engagement and develop policy options for PSSR by mid-year, and launch formal public consultation             | <b>Q4</b>      |
| Carry out informal engagement and develop policy options for LOLER by mid-year, and launch formal public consultation            | <b>Q4</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>   |
|--|---|---|--------------------------|---------------------|
| <p>We will deliver our major hazard intervention activity to provide assurance that 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 | 65                       | 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  | 80                       | 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             |
|  | 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 where HSE has primacy, meaning HSE is 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 1 in 5 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 2 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 1 in 10 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 that will not result in justice or learnings for the industry. These targets have been maintained for 2025 to 2026, despite not being achieved in the prior year, as we anticipate productivity improving as we fully embed the dedicated investigation division.

- 55% of all cases will have been completed within 3 weeks, and we expect an average enforcement rate of 35% for 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% for 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% for 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% for 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% for 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% for those cases that remain open for investigation.
- This will be measured through local data collection initially and verified through case management records, with analysis undertaken as required.

### **Deliver time spent on direct casework outcomes associated with inspection within expected ranges**

This target is a subset of the 14,000 high-risk and assurance inspections (as detailed below), which measure the actual enforcement percentage against the expected. This is intended to clarify our enforcement expectations before we embark on a campaign, so we can determine its 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              |
|  | Cladding                                    | 100           | 30-40                               | Assurance              |
|  | Reactive inspections following intelligence | N/A           | 40-60                               | 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 2025 to 2026, 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>    |
|---|----------------|
| Evaluate the effectiveness of social media platforms to expand and diversify the applicant pool   | <b>Q1</b>      |
| Implement enhanced digitalisation and blended delivery to reform health and safety regulatory training  | <b>Q4</b>      |
| Implement modular inspection and investigation pathways for all grades and specialists  | <b>Q4</b>      |
| Develop workforce plan for future capability  | <b>Q4</b>      |
| Embed the culture maturity framework to enable health, safety and wellbeing activities and evaluate effectiveness   | <b>Q4</b>      |
| Embed diversity and inclusion practices (see below) to ensure that: <ul style="list-style-type: none"> <li>percentage of inclusion and fair treatment at work exceeds 78%;</li> <li>percentage of staff who have personally experienced bullying or harassment does not exceed 7%;</li> <li>percentage of staff who have personally felt discriminated against does not exceed 9%.</li> </ul> | <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 60% (58% in 2024) (see below)   | <b>Q3</b>      |
| Deliver 90% of HR performance metrics (see below)   | <b>Ongoing</b> |

Embed diversity and inclusion practices to ensure that:

- percentage of inclusion and fair treatment at work exceeds after 78%;
- percentage of staff who have personally experienced bullying or harassment does not exceed after 7%;
- percentage of staff who have personally felt discriminated against does not exceed 9%.

We regard any case of bullying, harassment, and discrimination as one case too many, and we have set a ceiling target to ensure we retain focus on this issue. The deliverables are 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 measures are intended to cover experiences with both internal interactions within HSE as well as externally fulfilling our regulatory role.

HSE is committed to reducing the risks of discrimination, fostering a culture where diversity and inclusion are integral to everyday practices. We aim to ensure all staff feel valued and supported, with People Survey scores used to measure our progress and success.

### **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 the monitoring of absence for the organisation, and specific divisions, so targeted action can be taken. The target is also monitored by short-term and long-term absence breakdown to support necessary interventions.

### **Achieve engagement index of 60% (58% in 2024)**

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 5 questions to determine how the organisation engages and motivates its people. The target has been increased from 57% to 60% in 2025 to 2026 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, recognising that some measures are more critical than others, but combined to give us a wider picture of resources.

We will use a range of measures to inform our progress including:

| <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>    |
|---|----------------|
| Agree a programme to roll-out new digital services using the Dynamics platform  | <b>Q1</b>      |
| Develop a data strategy and implementation plan   | <b>Q3</b>      |
| Define a centralised tasking operating model for regulatory operations  | <b>Q4</b>      |
| Define and agree a systematic review of functions to develop a contact strategy, including our future approach to telephony   | <b>Q3</b>      |
| Implement a programme to replace the Single Operating Platform (SOP)  | <b>Ongoing</b> |
| Support HMCPSP inspection of HSE prosecution processes  | <b>Q2</b>      |
| Implement a HMCPSP inspection recommendations   | <b>Q4</b>      |
| Continue our programme of work to modernise our website(s) by retiring Solutions for HSE and implementing the gov forms service solution to further improve accessibility | <b>Q3</b>      |
| Engage 25,000 delegates through training and events (see below)   | <b>Ongoing</b> |
| Agree activity and productivity measures as part of activity-based costing model to inform efficiency plan  | <b>Q2</b>      |
| Enhance cyber security through action plan mitigations and compliance indicator reporting   | <b>Ongoing</b> |
| Achieve 90% of enabling corporate service performance measures (see below)  | <b>Ongoing</b> |

### Engage 25,000 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 of our enabling corporate services | Percentage of programmes with RED rating by year-end  | 20% or less   |
|   | Percentage cost of finance department 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 m2         |
|   | 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%           |
|   | Percentage of first hearing requests made within 4 weeks of decision to prosecute                                   | 80%           |

**PROTECTING PEOPLE  
AND PLACES**



HSE Business Plan 2025 to 2026