



# HSE Business Plan **2017/18**

# Foreword

Great Britain has a health and safety record we can all be proud of. We are one of the safest places in the world to work in. Nonetheless, the plateaus we see in our health and safety statistics are also a stark reminder of the challenges we face in continuing to improve Britain's performance while we adapt to the rapidly changing world around us.

The benefits of continual improvement are substantial: for workers a healthier and safer workplace; for businesses, productivity and innovation; and for the wider economy reducing the £14 billion impact of work-related injuries and ill health, together with enabling the growth opportunities that come with creating a more attractive place to do business.

This plan outlines what HSE will deliver in 2017/18. It does not attempt to capture all that we do. Instead it highlights specific priorities, within an overall framework that reinforces our ongoing commitment to:

- leading and engaging those who undertake or influence health and safety – capitalising on the enthusiasm and collaboration we have been delighted to see since launching Helping Great Britain work well. This involves using modern communication and technology to change behaviours, and continuing to support our activities through robust science and evidence.
- ensuring the regulatory framework remains effective. This includes making sure that we are delivering the government's regulatory agenda and supporting the UK's exit from the European Union;
- securing effective risk management and control through a variety of regulatory tools that involve direct interactions with dutyholders. This includes our licensing activities, sustaining existing levels of intelligence-led inspections and investigating incidents, with people being held to account for their failures through firm, but fair, enforcement of the law;

- reducing the likelihood of low-frequency, high-impact catastrophic incidents and the potential for extensive harm to workers and the public. Major hazard dutyholders are subject to a level of regulatory scrutiny proportionate to their risks and performance. This includes considering leadership, workforce competence and engagement, and maintenance of asset integrity.

This plan takes forward key elements from HSE's overall strategy Helping Great Britain work well, in particular:

- Emphasising ill health as we build on the recent launch of our Health and Work programme, with its focus on respiratory diseases, musculoskeletal disorders, and occupational stress and related mental health issues.
- Reinforcing proportionate approaches by setting expected standards, targeting our intelligence-led interventions, and ensuring any enforcement action takes into account the seriousness of risks. For businesses, and in particular for SMEs, this is seen in the beginning of our work on 'blue tape' (where businesses place excessive burdens on each other).
- Ensuring value for money for the taxpayer by reducing our reliance on government funding while continuing to improve our efficiency and effectiveness.
- Bringing together the breadth of capability and expertise across HSE, and benefiting from effective collaboration with the many other people and organisations that have a stake in improving health and safety in the workplace.

We look forward to your encouragement and contribution as we collectively Help Great Britain work well.

**Richard Judge**  
Chief Executive

**Martin Temple**  
Chair

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# Lead and engage with others to improve workplace health and safety

## Background

HSE engages with all those who undertake, or influence, workplace occupational health and safety across Great Britain. Through leadership and acting as a catalyst we seek to achieve behaviour change that helps our strategy, Helping Great Britain work well. It highlights priority themes which continue to be reflected in our actions.

Our emphasis is on:

- focused **engagement and collaboration** across networks of individuals and organisations with a strong interest in improving work-related health and safety. This includes employees and employers, trade unions, industry associations, professional institutions and third-sector bodies, alongside other government agencies and regulators;
- specific **campaign activity** to achieve tangible improvements in awareness and action on the key issues and themes set out in our strategies;
- providing **guidance and support materials** which are accessible and tailored to the circumstances of the users;
- developing **science and evidence** to support our regulatory activities, and providing access to our know-how, specialist facilities and research to enable improved occupational health and safety performance.

## What did we deliver in 2016/17?

- Developed and began to engage on our Health and Work strategy and sector plans – which set the basis for our regulatory activities over the next few years
- Launched the Helping Great Britain work well strategy which recognised over 100 commitments made by over 80 industry, trade union and other groups to improve health and safety in their workplaces and industries
- Contributed to the publication of a plan to coordinate action by partners in the health and safety system in Scotland
- Identified 11 partners to engage with on shared research projects to support Helping GB work well

## Our priorities for 2017/18

- Establish and begin delivery of a comprehensive three-year **Health and Work programme** to reduce levels of work-related stress, musculoskeletal disorders and occupational lung disease
- Use our knowledge of **small and medium-sized enterprises (SMEs)** and their risk profile to target groups where we can have the most impact, introducing **new approaches** to enable them to manage health and safety sensibly and proportionately
- Further embed a **broader ownership** of health and safety through accelerating our Helping Great Britain work well campaign, and engage with relevant stakeholders to obtain buy-in to the priorities in our **sector plans**
- Better enable employers/dutyholders to understand how to manage health and safety risks through an enhanced website and more **user-focused content**
- Reinforce our links with other regulators, with a specific focus on **sharing technical expertise** and enhancing our regulatory intelligence networks through use of modern data analytics

<b>Our actions will include:</b>	<b>Our key deliverables/milestones will include</b>	<b>Due</b>
<b><i>Establishing a comprehensive three-year Health and Work programme</i></b>		
Use feedback from our stakeholders to refine proposals and complete the external engagement on Health and Work delivery plans	Publish Health and Work delivery plans as part of a national conference	Q2
Identify the evidence needs in support of the Health and Work programme	Agree a supporting science and evidence programme with opportunities for shared research	Q2
Customise the stress management standards approach in healthcare, education and prisons to drive greater adoption and ownership	Produce an interim report on progress to the HSE Board	Q3
Create a partnership across existing stakeholder groups for coordinating activity and direction on occupational lung disease	Body in place	Q2
<b><i>Developing new approaches for SMEs</i></b>		
Develop an insight-led programme of activity setting out HSE's future work on SMEs	Present progress to date and programme plan to the HSE Board	Q4
Continue development of insight into construction SMEs' understanding, management and control of risk, understanding how to better influence appropriate actions and shape a range of interventions	Complete research and present the findings and associated recommendations to the HSE Board	Q4
<b><i>Embedding a broader ownership of health and safety</i></b>		
Sustain a focus on engaging others through HGBWW, and explore the merits of an accreditation offer that allows significant contributions to be recognised	Deliver a stakeholder event linked to HGBWW	Q3
	Provide recommendations on the merits of an accreditation offer to the Management Board	Q3
Use feedback from stakeholders gained through various channels including regional face-to-face events to refine our draft sector plans	Publish final sector plans as part of a national conference	Q2
<b><i>Developing user-focused content</i></b>		
Develop a design for HSE's new website	Finalise a design proposal tested with target users for refreshing and renewing HSE web content	Q4
<b><i>Sharing technical expertise</i></b>		
Develop pilot data-sharing platform with other government departments	Complete externally funded pilot projects with two other government departments to assess options and viability for taking this further	Q2

# Provide an effective regulatory framework

## Background

We will maintain our oversight of the core domestic regulatory regime and we expect it to make a significant contribution to the government's deregulatory agenda and Business Improvement Target.

We will contribute to the government work on the UK's exit from the European Union and on the sectoral cross-cutting Red Tape Reviews and Regulatory Futures Review as appropriate.

We will also be looking at how we can tackle the challenges of blue tape where the bureaucratic demands placed by businesses on each other can be disproportionate to the risks faced. This work is, however, subject to other demands.

## What did we deliver in 2016/17?

- Continued to maintain and improve the domestic regulatory framework including:
  - completing a post-implementation review of the Control of Asbestos Regulations 2012
  - implementing the Electromagnetic Fields Directive with the Control of Electromagnetic Fields at Work Regulations 2016
  - replacing the Dangerous Substances in Harbour Areas Regulations with shorter, simpler regulations
- Agreed a memorandum of understanding with the Health Inspectorate Wales
- Consulted on proposals to place more emphasis on risk control and less on written assessment. This has provided insight for a wider review to look at how well HSE guidance focuses on simple, proportionate messages about risk management as well as improving the user journey

## Our priorities for 2017/18

- Manage and, where necessary, **update or simplify our regulatory framework** and approach in line with government policy
- Contribute to the government work on the UK's **exit from the European Union**, including preparing for any necessary changes to the chemicals regime
- Begin to develop the evidence-base and outline proposals that will address **blue tape** issues (where businesses and others place excessive and disproportionate health and safety burdens upon each other)

<b>Our actions will include:</b>	<b>Our key deliverables/milestones will include</b>	<b>Due</b>
<b><i>Maintaining the regulatory framework</i></b>		
Undertake review of the Adventure Activities Licensing Authority (AALA)	Make recommendations to the HSE Board for subsequent implementation	Q2
Amend the Gas Safety (Installation and Use) Regulations 1998 to introduce flexibility in the timings of annual gas safety checks and support the innovation agenda	Make proposals to the HSE Board for onward recommendation to the Minister	Q3
Implement the recommendations of the post-implementation review of the Control of Asbestos Regulations 2012	Implement proposed legal changes	Q4
Implement the occupational health and safety parts of the Basic Safety Standards Directive	Make proposals to the HSE Board for onward recommendation to the Minister	Q3
Report HSE's progress to support the Business Improvement Target	Publish report on HSE website	Q4
Conduct informal consultation to support the review and simplification of occupational health and safety regulations in chemicals without reducing standards	Make recommendations for future changes and subsequent implementation to the HSE Board	Q4
<b><i>Developing the evidence base and proposals to address blue tape issues</i></b>		
Begin to develop the evidence base relating to blue tape	Summarise progress, present evidence and outline proposals for future activities to the HSE Board	Q4

# Secure effective management and control of risk

## Background

HSE's primary focus is preventing harm to workers, but our regulatory interest extends to cover the impact of work activities on the general public, consumers and the environment.

We use a variety of evidence-based interventions to secure effective management and control of risk from a wide range of common hazards.

Permissioning and licensing regimes ensure high levels of protection and the proficiency of businesses in high-hazard activities such as asbestos removal, gas safety and explosives – and the safe use of over 6000 approved products for use as pesticides and biocides in Great Britain.

We carry out around 20 000 workplace inspections, investigate over 6000 incidents and look into over 10 000 health and safety concerns people report to us. We also collaborate extensively with other regulators, such as local authorities.

Where risks are not being effectively managed, we provide advice and take fair and firm enforcement action to secure proportionate and sensible improvements. When necessary, we hold to account those who fail to meet their obligations to protect people from harm.

This approach supports growth and a level playing field for those who invest to manage the risks they create and deters those that do not meet their obligations or deliberately break the law.

## What did we deliver in 2016/17?

- Began to develop our approach to introduce digitally enabled licensing services
- Focusing on risk reduction, we secured improvements in health and safety management in more premises than in 2015/16. We took action to control serious risk in over 9000 of our proactive inspection visits (2015/16: c8300)
- Continued to improve the timeliness of our investigations, with 80% of fatal investigations completed within 12 months of HSE assuming primacy (2015/16: 70%)

## Our priorities for 2017/18

- Deliver around 20 000 proactive inspections to prevent harm, with increasing use of campaigns that focus these inspections on specific issues and activities found in high-risk industries, including a **sustained focus on health risks**
- Sustain improvements to the **timely completion of investigations** and explore, in collaboration with others, further actions which will positively impact on pace
- Improve how we share learning and influence dutyholders to **amplify the impact** of our interventions and enforcement action
- Further improve the **timeliness of decisions on applications** for authorisation of biocides and pesticides
- Provide support to UK-based companies, particularly SMEs, with **REACH<sup>1</sup> 2018 registration** responsibilities
- Begin to **digitise** the provision of our services, starting with radiological protection registration and licensing, and asbestos licensing

<sup>1</sup> Registration, evaluation, authorisation and restriction of chemicals

<b>Our actions will include:</b>	<b>Our key deliverables/milestones will include</b>	<b>Due</b>
<b><i>Sustaining inspection focus on health and specific higher-risk issues and activities</i></b>		
Undertake a targeted programme of approximately 20 000 proactive inspections, half of which will be through major campaigns that address priority issues within high-risk industries identified in sector plans and in our Health and Work strategy	As part of the targeted programme we will deliver seven major inspection campaigns (each with at least 500 inspections) targeting: <ul style="list-style-type: none"> <li>● Agriculture</li> <li>● Construction refurbishment (2)</li> <li>● Manufacturing: Fabricated metal</li> <li>● Manufacturing: Food</li> <li>● Waste and recycling</li> <li>● Manufacturing: Woodworking</li> </ul>	Q4
Assure the ongoing effectiveness of the asbestos licensing regime	Up to 1000 targeted inspections of asbestos removal projects to evaluate licensee performance	Q4
<b><i>Sustained improvements to the timely completion of investigations</i></b>		
Sustain focus on the timeliness of investigations	80% of fatal investigations completed within 12 months of HSE assuming primacy	-
	90% of non-fatal investigations completed within 12 months of the incident	-
<b><i>Amplifying our impact</i></b>		
Develop and test the harnessing of prosecution and selected inspection activity to create targeted campaigns to prompt industry behaviour change	Pilot a programme of communication activity to influence a wider range of dutyholders by learning from action taken through HSE's interventions	Q2
	Evaluate impact of new programme	Q4
<b><i>Improving the timeliness of biocides and pesticides decisions</i></b>		
Sustain focus on improving the proportion of decisions made within legislative deadlines	90% of pesticide evaluations completed within the legislative deadlines	-
	80% of biocide evaluations completed within the legislative deadlines	-
<b><i>Supporting SMEs with REACH 2018 registration responsibilities</i></b>		
As the UK REACH Competent Authority, contribute to the Defra-led plan to maximise awareness of, and compliance with, duties to register substances under REACH 2018	All relevant businesses contacted to identify if they require further support to register by 31 May 2018	Q4
<b><i>Beginning to digitally enable our services</i></b>		
Design a new, user-focused digital service, for asbestos licensing and radiological protection registration and licensing	Deliver a new digital platform for radiological protection registration and licensing	Q3
	Design a new digital platform, for asbestos licensing	Q3

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

## Background

Great Britain has many highly specialised, strategically important industries which are essential to the country's economy and social infrastructure, but can potentially cause great harm to their workers, the environment and the public if not properly managed.

These sectors include offshore oil, gas and renewable energy; onshore chemical industry; production and storage of explosives; mining; and the bioeconomy. In all these sectors, a single incident could have catastrophic consequences and has the potential to undermine whole sectors by eroding the public's trust and acceptance of complex, high-hazard activities, especially those near to communities.

There is major change underway in these sectors:

- In the energy sector, some older offshore oilfields are coming to the end of their lifespan, and decommissioning of wells is gathering pace while fresh reserves continue to be discovered and exploited, requiring new installations and, in some cases, new technologies.
- Onshore exploitation of shale gas is still in its infancy, and likely to increase in coming years.
- Cybersecurity is becoming a bigger issue across all sectors, and the bioeconomy is forecast to grow rapidly.

Effective leadership is essential to ensure risks are adequately controlled in all these industries. Major hazard dutyholders will be subject to a level of regulatory scrutiny that is proportionate to their risks and performance, including scrutiny of safety leadership within the organisation, and maintenance of asset integrity.

HSE will continue to adapt to effectively regulate these sectors, through a combination of assessment, licensing specific higher-risk activities, and planned inspections and investigations. These interventions are designed to provide assurance that the risks associated with major hazards are being properly managed.

## What did we deliver in 2016/17?

- Completed a targeted programme of proactive inspections and face-to-face interventions at major hazard sites on and offshore to secure risk reduction
- Commenced publication of offshore topic performance scores awarded as a result of our inspection activity
- Completed the reassessment of all offshore transitional safety cases and COMAH<sup>2</sup> 2015 safety cases within the required timescales
- With the COMAH Strategic Forum, developed an updated strategy for the chemical processing, refining, bulk storage and distribution sector

## Our priorities for 2017/18

- Work with stakeholders, including trade associations, on **strengthening leadership and worker engagement** across all the major hazard sectors
- Participate in the UK's agenda on dealing with **security risks**, including cybersecurity
- Develop our regulatory approaches to **decommissioning and ageing infrastructure**, and to ensure the **integrity of new assets and emerging technologies**
- Deliver targeted interventions focusing on the control of high-consequence risks from **cooling towers, fairgrounds and major construction projects**

<sup>2</sup> Control of Major Accident Hazards

<b>Our actions will include:</b>	<b>Our key deliverables/milestones will include</b>	<b>Due</b>
<b><i>Strengthening leadership and worker engagement</i></b>		
Carry out Maintaining Safe Operations <sup>3</sup> audits of seven dutyholders at their offshore installations	Conduct in-depth inspection and report our opinion to the dutyholders involved at seven sites	Q4
	Feedback key findings from the programme to industry leaders	Q4
Engage with senior industry leaders to implement and promote a risk reduction action plan across whole offshore renewables sector	Host an offshore renewables industry leadership event, emphasising the key role of senior leaders	Q3
Work with senior leaders in high-hazard industries to clarify the expected benchmark for good leadership and the key observable attributes of an organisation with good leadership	With the COMAH strategic forum, recommend benchmarks for effective leadership in high-hazard industries	Q4
<b><i>Participating in the UK's agenda on dealing with security risks, including cybersecurity</i></b>		
Develop a strategy for cybersecurity in the chemicals sector	Obtain HSE Board approval for the strategy	Q2
	Deliver a joint conference for the major hazard industries with Chemical Industry Association	Q4
<b><i>Focusing on decommissioning and ageing infrastructure, and the integrity of new assets and emerging technologies</i></b>		
Develop our intervention approaches for key changes and advances in the bioeconomy	Agree with key stakeholders the UK protocol for the assessment of facilities handling the polio virus in line with the World Health Organisation global programme	Q2
Review existing legislation and guidance relating to offshore decommissioning	Present findings and recommendations arising from review to the HSE Board	Q3
<b><i>Controlling high-consequence risks from cooling towers, fairgrounds and major construction projects</i></b>		
Undertake a programme of return visits to poorly performing dutyholders to ensure that legionella risks continue to be effectively managed	Programme of visits completed	Q4
Deliver a targeted programme of inspections of fairground rides with known safety issues at fixed parks and travelling fairs	Programme of visits completed	Q4
Early and strategic interventions with clients, designers and contractors involved with major construction projects to assure compliance with CDM 2015 and reduce the likelihood of catastrophic incidents	Specific engagement and intervention plans agreed for each project to test key risk management and control systems	Q1
	Project-specific intervention plans implemented through targeted inspection during the construction phase	Q4

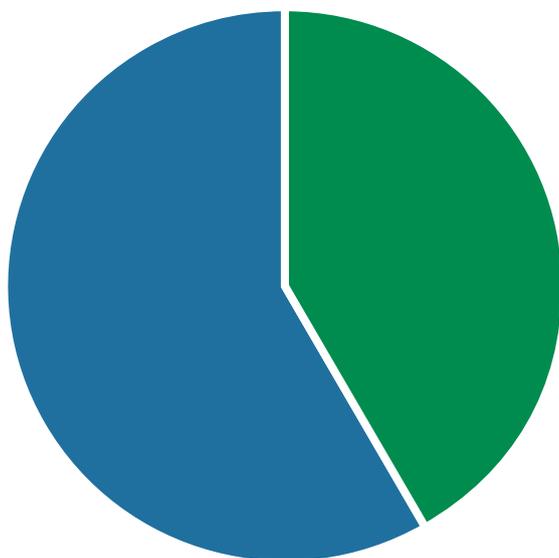
<sup>3</sup> This activity will form an opinion of their ability to ensure the sustainable organisational capability, with a particular focus on leadership, competence and workforce engagement.

# Financial outlook for 2017/18

The Spending Review and Autumn Statement set out the government's plans to ensure Great Britain's long-term economic security. As part of that Spending Review, HSE, like many other public bodies, will receive reduced government funding over the spending review period.

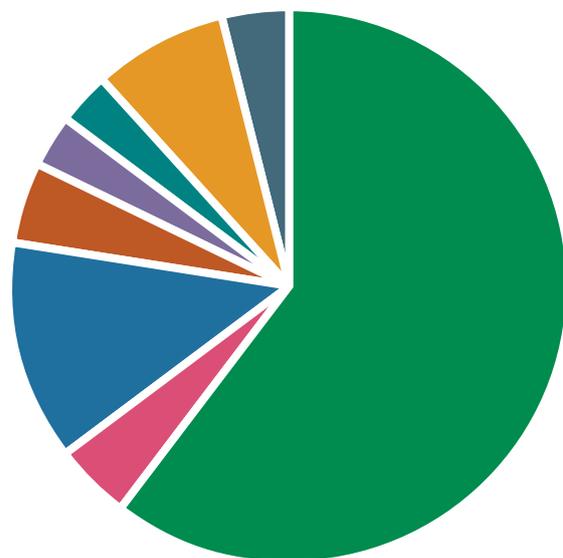
	2016/17 £million	<b>2017/18 £million</b>	2018/19 £million	2019/20 £million
Forecast taxpayer-funded income to HSE	140.5	<b>135.6</b>	128.4	128.4

**HSE Funding 2017/18 (£232 million)**



- Income **£96 million**
- Taxpayer funded **£136 million**

**HSE Expenditure 2017/18 (£232 million)**



- Staff costs **£141 million**
- Staff related **£10 million**
- Estates **£30 million**
- IS/IT **£11 million**
- Technical support **£6 million**
- Depreciation **£7 million**
- Other **£18 million**
- Capital **£9 million**

# Delivering efficiently and effectively

In responding to this financial challenge, HSE will seek to maintain current levels of its core regulatory activities including permissioning, inspection, investigation and enforcement.

We are committed to ensuring value for money for the taxpayer by reducing our reliance on government funding over the life of the Parliament, while continuing to improve the efficiency and

## **Sustaining regulatory excellence**

HSE is founded on regulatory excellence, something we are determined to protect and enhance. The principles have stood the test of time, driving dutyholders to improve their risk management to create safer, healthier workplaces.

We will avoid complacency through investment in our core regulatory capabilities, policies and increasing number of intelligent regulatory tools, while introducing the skills and approaches that keep us modern, relevant and responsive in a changing world. We will work even more closely with other regulators, including as part of the Regulatory Futures Review where appropriate, to maximise the impact of our activities.

## **Growing commercial activities**

We will capitalise on our know-how and specialist facilities in the UK and internationally with a specific focus on shared research in conjunction with partners.

Alongside the financial benefit, commercial activities enable us to learn from approaches taken elsewhere, and provide development opportunities for individuals. Sharing our expertise increasing through a digital approach supports enhanced standards and can improve dutyholder performance.

effectiveness of our delivery. We will also sustain HSE's position as a high-performing regulator that enables improvements in health and safety outcomes whilst being resilient and responsive to dynamic external influences in which we operate.

Our actions to deliver these commitments can be described in terms of the following themes:

## **Investing in people and capability**

We will continue to build positive energy, making HSE a great, diverse organisation where people are proud to work as part of 'You Can with HSE', and we aim to become a Disability Confident<sup>3</sup> employer in 2017/18.

We will continue to increase engagement, improve learning and development, and invest in our leadership capability. We will also sustain the strong regulatory, policy and scientific capabilities that in combination have been at the core of HSE's success over the last 40 years.

## **Driving operational efficiency and effectiveness**

We will continue to drive operational efficiency improvements across HSE through better introduction and use of technology, simpler processes and a relentless focus on value for money.

Simplifying and streamlining our business processes, and increasing the use of digital techniques to modernise how we interact with dutyholders and the public, will be key programmes of investment that will create more fulfilling roles.

We will continue to focus on delivering cash savings through improved procurement and contract management in areas including office supplies, storage, logistics and distribution. In addition, our estates strategy will see us further rationalising our overall use of space, sharing government facilities and securing lower cost leases.

<sup>3</sup> [www.gov.uk/government/collections/disability-confident-campaign](http://www.gov.uk/government/collections/disability-confident-campaign)

# Further information

For information about health and safety, visit [www.hse.gov.uk](http://www.hse.gov.uk). You can view HSE guidance online and order priced publications from the website. HSE priced publications are also available from bookshops.

This plan is available at: [www.hse.gov.uk/aboutus/strategiesandplans/businessplans](http://www.hse.gov.uk/aboutus/strategiesandplans/businessplans)

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