HSE Business Plan 2012–15
(updated June 2013)

Our mission:
The prevention of death, injury and ill health to those at work and those affected by work activities
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Foreword

As we stated when we first published this business plan the strategy, The health and safety of Great Britain: Be Part of the solution, continues to be our road map to a less bureaucratic and more effective health and safety system. What is changing, however, is how the Health and Safety Executive (HSE) delivers its part of the strategy, and this updated plan demonstrates how we are turning our aims and objectives into reality.

The various reviews of health and safety, which have taken place in recent years, have all pointed to the need for everyone who is part of the health and safety system to focus on real risks and play their part to prevent death and serious injury in the workplace. They have also identified the need to make it easier for everyone to understand what is really required. Those who create risks must take responsibility for managing those risks, act proportionately and focus on the things that can make a real difference. For Britain to continue to be one of the safest and healthiest places to work in the world, we need to continuously improve and modernise our systems to ensure they remain fit for purpose, whilst maintaining the high standards of protection which it demands.

HSE continues to do this in an environment which is financially challenging for everyone and where the need to ensure we enable economic growth in business is fully recognised.

This updated plan includes a summary of what has been achieved, what work is in progress and what remains to be done over the remaining period. It also incorporates some additions in light of our experience over the last year, for example, the work in respect of controlling risks associated with legionella.

Full details of the significant progress we have made so far can be found in HSE’s Annual Report and Accounts at http://www.hse.gov.uk/aboutus/reports/index.htm. We believe we are on course to achieve our goals by 2015 of:

- drawing a distinction between real health and safety and bureaucracy and ‘overinterpretation’;
- making it even easier for people to understand and do what is required;
- devoting a greater proportion of effort where risks are highest and where we can have greatest impact; and
- continuing to hold to account those who expose their employees and others to unnecessary risk.

There remain some significant challenges in the remaining years covered by this plan, but we are maintaining our overall strategic direction and delivering on our part of improving Great Britain’s health and safety performance.

Judith Hackitt CBE
Chair
June 2013

Geoffrey Podger
Chief Executive
Figure 1 HSE’s Mission, Aims and Objectives

Figure 1 outlines the aims and objectives HSE is seeking to achieve through delivery of its core activities. During 2013/14, the HSE Board is considering the strategic direction of HSE and whether it remains appropriate.

**Our mission:**

The prevention of death, injury and ill health to those at work and those affected by work activities

**Our aims:**

A. Lead others to improve health and safety in the workplace
B. Provide an effective regulatory framework
C. Secure compliance with the law
D. Reduce the likelihood of low frequency, high-impact catastrophic incidents

**Our key objectives:**

A.1 Use evidence and knowledge to prioritise our own actions and guide the actions of others
B.1 Simplify and consolidate domestic health and safety regulations to make the law easier to understand
C.1 Investigate work related accidents, incidents and ill health
D.1 Regulate major hazard operators and dutyholders effectively and proportionately

A.2 Target and conduct inspections of sectors and activities which give rise to the most serious risks
B.2 Negotiate and secure the best possible outcome in Europe for British industry
C.2 Take formal enforcement action to prevent harm and secure justice where appropriate
D.2 Provide authoritative advice in relation to hazardous substances and land use planning

A.3 Provide guidance and support to enable informed workplace health and safety decisions
B.3 Act as Competent Authority for biocides, pesticides, detergents and industrial chemicals

A.4 Work in partnership to raise awareness and create behavioural change

A.5 Demonstrate the benefits of proportionate health and safety

**Our enablers:**

E. Manage our resources efficiently and effectively

E.1 People  E.2 Estates  E.3 IS/IT  E.4 Knowledge  E.5 Finance
A. Lead others to improve health and safety in the workplace

Where improvements in health and safety are necessary and where HSE can make a distinctive contribution, we will work closely with individual companies, industry bodies, stakeholder groups and others to assist in driving forward sector-led improvements to raise awareness of, create behavioural change and ultimately improve health and safety in the workplace.

A.1 Use evidence and knowledge to prioritise our own actions and guide the actions of others

- Maintain a fit-for-purpose and robust evidence base on workplace injuries, work-related ill health, and the causes and consequences of health and safety failings, publishing a suite of health and safety statistics **annually in the autumn**
- Commission and deliver research and evidence to enhance our knowledge to support identification and delivery of HSE’s current and future priorities (see Figure 2) including research on:
  - Asbestos – report on prediction of mesothelioma risks associated with current asbestos exposures by June 2014
  - Chronic Obstructive Pulmonary Disease (COPD) – a large scale epidemiological study to establish the principal causes of COPD – estimate of current burden and initial assessment of causes of work related COPD by March 2013; with final assessment by March 2015
  - Waste and Recycling - report on occupational exposures, ill health and effective control procedures to manage risks by March 2015
  - Ageing Onshore Infrastructure – safety issues related to the working life extension of plant and equipment at onshore major hazard sites including:
    - Initial reports by March 2013
    - Sector performance in managing ageing plant by March 2014
    - The impact of HSE interventions and stakeholders’ work on sector performance by March 2014 and
    - A strategy to tackle future ageing plant issues that need to be addressed to be developed by March 2015

![Figure 2 Research reports to be published by topic](image-url)

- Indicates that the milestone has been delivered. Further details are available in HSE’s Annual Report and Accounts at [http://www.hse.gov.uk/aboutus/reports/index.htm](http://www.hse.gov.uk/aboutus/reports/index.htm)
- 1 HSE’s Summary Science Plan 2012-15 can be found at [http://www.hse.gov.uk/research/policy.htm](http://www.hse.gov.uk/research/policy.htm)
- 2 2011/12 – 2014/15 data in Figures 2-37 is based on latest estimates and information and is therefore subject to change. 2012/13 figures have been updated to show provisional outturn where appropriate.
A.2 Target and conduct inspections of those sectors and activities which give rise to the most serious risks or where risks are least well controlled

- Ensure a more consistent and proportionate approach to inspection and enforcement activity by local authorities by:
  - Developing a binding and enforceable code of practice for local authorities which will be consulted on in September 2012, and launched in April 2013
  - Working with the Better Regulation Delivery Organisation (BRDO) to assist the development of the Primary Authority Scheme

- Inspect where robust evidence and intelligence indicate health and safety performance is of serious concern and where inspection is the most effective intervention to secure compliance (see Figures 3 and 4), including:
  - Issuing licences and undertaking 1,500 inspections per annum to asbestos licensed contractors and removal operators to provide assurance of the competence of those participating in those activities
  - Working with local authority partners to promote sustained compliance by dutyholders in controlling the risks associated with legionella in water systems and undertaking a programme of inspections to cooling towers/evaporative condensers at circa 3,150 HSE enforced sites by March 2015
  - Undertaking inspections to 150 non-local authority controlled schools, targeting asbestos management by March 2014

A.3 Provide guidance and support to enable informed workplace health and safety decisions

- Provide concise and straightforward guidance ensuring it is proportionate, fit for purpose and, where possible, provide expertise to enable others to develop, produce and disseminate their own guidance (see Figures 5 and 6). Examples include:
  - Updating the HSE website in 2012 to distinguish between regulations which impose specific duties and those that define administrative requirements
  - Further revising the website to ensure the public can understand and differentiate between specific duties and administrative requirements by August 2013

In Figure 5, the number of publications to be reviewed has been revised from 110 to 114.
Providing guidance to help businesses understand what is ‘reasonably practicable’ for specific activities in September 2012, with ongoing arrangements to ensure guidance is kept up to date.

Completing the review of external guidance (excluding Approved Codes of Practice (ACOPs)) by March 2014, with ongoing arrangements to ensure guidance is kept up to date.

With our partners, developing and releasing risk assessments for small and medium-sized enterprises (SMEs) by March 2013.

Deliver and participate in awareness raising events on key health and safety issues seeking opportunities for cost sharing, focusing on higher risk industries including stone, agriculture, molten metals, welding and construction (see Figure 7).

A.4 Work in partnership to raise awareness and create behavioural change

Assess our partnership and joint working arrangements, supporting those that are succeeding to become self-sustaining groups, and reducing or ultimately ceasing our involvement with less successful initiatives and those which have run their course including:

Replacing the Printing Industry Advisory Committee with an industry-led printing health and safety committee by March 2013.

* 2013/14 and 2014/15 safety and health awareness days in areas of the manufacturing sector are dependent on evaluation of 2012/13 activity.
✓ Establishing an industry-led logistics sector forum by March 2013
✓ Establishing an industry-led group in the chemical manufacturing sector to develop approaches to tackle high rates of occupational diseases with:
  ✓ An approach agreed by March 2013
  ✓ A draft report into incidents, prevalence and relative risks of ill health due to chemical exposure published by August 2013
  ✓ An analysis of root causes of occupational disease completed by March 2014
✓ Supporting the Waste Industry Safety and Health Forum to improve its effectiveness by holding a summit with key stakeholders, including major waste and recycling companies in March 2013
✓ Delivering a high level industry summit to enhance safety in the docks industry by November 2013

■ Deliver a further nine roll-outs of Estates Excellence\(^3\) with the aim of reaching 3,000–4,500 SMEs by 2014
■ Monitor the delivery of the Gas Safe Register, and Gas Safe Advice Line and work with them to raise awareness of gas safety and carbon monoxide risks
■ Undertake tailored partnership marketing in higher risk sectors with trusted partners. Work includes:
  ▪ Finalising and implementing tailored partnership marketing plans for asbestos by September 2014
  ▪ Developing partnership marketing in other areas after September 2014

■ Develop plans for activity around asbestos awareness and audience behaviour change by May 2013, and subject to approval, progress these during 2013/14
■ Take forward any HSE-led actions arising from the Occupational Disease stakeholder conference held in March 2013

\(^3\) http://www.hse.gov.uk/estatesexcellence/index.htm
A.5 Demonstrate the benefits of proportionate health and safety

- Run the Independent Regulatory Challenge Panel enabling businesses to challenge specific health and safety regulatory advice they believe to be unreasonable.

- Launch and chair the Mythbusters Panel in April 2012 for those who wish to challenge claims made about health and safety requirements by non-regulators, reporting findings on HSE’s website.

- Discourage unnecessary risk-averse behaviour, seeking to remove the perception that health and safety prevents efficient and effective working practices.

- Liaise with national and regional media to focus on the core aims of health and safety, rebutting and correcting trivial or ill-informed criticism (see Figure 8).

Figure 8  Press releases issued

![Figure 8](image)

4 http://www.hse.gov.uk/contact/challenge-panel.htm
5 http://www.hse.gov.uk/contact/myth-busting.htm
B. Provide an effective regulatory framework

HSE will take forward the recommendations arising from the independent review Reclaiming health and safety for all: An independent review of health and safety legislation (November 2011). This will be a significant piece of work which will help to simplify and streamline the regulatory framework, make the legislation easier to understand with the consequence that compliance levels should increase. We will also continue to negotiate and secure the best possible outcome for British industry within Europe to minimise the burden on business and maintain protection for workers.

B.1 Simplify and consolidate domestic health and safety regulations to make the law easier to understand

- Amend, clarify and where appropriate revoke unnecessary existing health and safety legislation and consolidate health and safety regulations in specific sectors (see Figure 9) by:
  - Revoking a first batch of legislative measures by October 2012 and a further batch by the end of April 2013 subject to the appropriate approvals
  - Completing a consultation on RIDDOR by November 2012, amending it and associated guidance to provide clarity for businesses on how to comply with the requirements by October 2013
  - Consolidating sectoral regulations (mining, genetically modified organisms (GMO), petroleum, biocides and explosives) by December 2014
  - Reviewing the arrangements for Adventure Activities Licensing
  - Amending (subject to parliamentary approval) the Health and Safety (First-Aid) Regulations 1981 to remove the requirement for HSE to approve first aid training and qualifications by October 2013

- Review HSE’s Approved Codes of Practice (ACOPs) to ensure they remain relevant, provide clarity on what the law requires and are suitably presented by:
  - Completing an initial review and launching a consultation on proposals for the revision, consolidation, withdrawal or otherwise for 32 ACOPs in June 2012
  - Consulting on revised ACOPs during May, June and July 2013
  - Publishing revised ACOPs by December

6 excluding those ACOPs associated with regulations within scope of the Löfstedt recommendation for sector specific consolidation or any other regulations to be otherwise amended – ACOPs relating to mines, petroleum, explosives and offshore oil and gas will be reviewed in parallel with the review of sectoral regulations by December 2014.
2013. HSE will have published six revised ACOPs, removed six by consolidation and withdrawn three by the end of 2013

- Exempt from health and safety law those self-employed, whose activities represent no potential risk of harm to others by:
  - Consulting on the self employed exemption in July 2012
  - Amending the Health and Safety at Work Act along with any necessary Regulations by December 2013

- Replace and update the Health and Safety at Work etc Act (Application outside Great Britain) Order 2001 and the 2011 variation order, which apply the Health and Safety at Work etc Act 1974 outside GB to named work activities in specified areas by April 2013

- Participate, as appropriate, in the Government’s Focus on Enforcement reviews, including:
  - Improving arrangements for regulating the onshore major hazards sector, agreeing a joint industry/Competent Authority action plan with industry by May 2013

B.2 Negotiate and secure the best possible outcome in Europe for British industry

- Contribute to the EC’s review of EU health and safety law by providing the UK’s report on the practical implementation of EU law to the Commission by December 2013 (see Figure 10)

- Represent the UK Government’s interests in EU institutions, including the Advisory Committee for Safety and Health at Work and the Governing Board of the European Agency for Safety and Health at Work

- Contribute to the UK Government’s Review of the Balance of Competences, by producing a report in HSE-led areas by the end of 2014 and contribute evidence to other lead bodies throughout 2013 and 2014 in accordance with the Government’s published timeframes

- Participate in EU Competent Authority business in relation to biocides, pesticides, detergents and industrial chemicals

Figure 10  Directives to be reviewed as part of EC review of health and safety law

19

2

HSE led
Department for Transport (MCA) led
Shared lead with BIS* and DfE**

* Maritime Coastal Agency
** Department for Business, Innovation and Skills
*** Department for Education
- Lead the negotiations on a number of Directives and EU Regulations, transpose Directives into UK law and give legal effect to EU Regulations, without gold plating or enhancing requirements (see Figures 11 and 12) including:

  ✓ - Transpose the 2012 Directive amending the 2008 Directive on Identification and Traceability of Explosives by **April 2013**
  ✓ - Transpose the 2010 Directive on Implementing the Agreement on Sharps Injuries in the Hospital and Healthcare sector by **May 2013**
  ✓ - With the DECC, complete the initial UK negotiations on the proposal for a European Offshore Oil and Gas Regulation in line with the requirements of the Directive
  ✓ - Submit a Transposition Project Plan to the Reducing Regulation Committee within 2 weeks of publication of the Seveso III Directive and transposing the Directive into law by **May 2015**
  ✓ - Complete the negotiations on EU Biocides Regulation and the recast Prior Informed Consent (PIC) Regulation by **July 2012**
  ✓ - Complete on behalf of the UK, negotiations on the amended Electromagnetic Fields Directive by **October 2013**

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**Figure 11** Number of EU Directives and Regulations HSE will negotiate on behalf of Government

<table>
<thead>
<tr>
<th>Year</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>39</td>
<td>61</td>
<td>24</td>
<td>10</td>
</tr>
</tbody>
</table>

To note - the Commission has an annual work programme. Future years’ activity is therefore subject to change.

In Figure 11, the number of Directives and Regulations HSE will negotiate in 2013/14 has been revised from 12 to 24.

**Figure 12** Number of Directives HSE will transpose and EU Regulations HSE will give legal effect to

<table>
<thead>
<tr>
<th>Year</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>28</td>
<td>38</td>
<td>26</td>
<td>13</td>
</tr>
</tbody>
</table>

In Figure 12, the number of Directives HSE will transpose and EU Regulations HSE will give legal effect to in 2013/14 has been revised from 12 to 26.
B.3 Act as Competent Authority for biocides, pesticides, detergents and industrial chemicals

- Evaluate new and existing active substances for biocides and pesticides (see Figure 13)
- Evaluate industrial chemical substances
- Consider applications for product authorisation
- Process all Prior Informed Consent notifications within the relevant timescales (see Figure 14)

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7 In addition to its contribution to occupational health and safety, HSE delivers operational policy and operation of regulatory schemes for pesticides, biocides and general chemicals regulations, much of which is led by Defra which includes consideration of the health of workers, consumers, the general public and the effects on the environment.

8 The Prior Informed Consent procedure allows countries that are importing certain dangerous chemicals to specify conditions that the imported chemicals must meet.
C. Secure compliance with the law

Investigating health and safety concerns and incidents is an important lever for improving health and safety standards. It enables HSE to determine causes, share lessons and ensure that necessary measures are in place to prevent recurrence. Investigation also provides the basis for enforcement action to secure justice for people seriously harmed by those who behave in a reckless way or where there has been a serious breach of duty.

C.1 Investigate work related accidents, incidents and ill health

- Follow-up health and safety concerns meeting HSE’s risk-based criteria within agreed timescales (see Figure 15)
- Investigate incidents that meet HSE’s incident selection criteria (see Figure 16)
- Seek to complete fatal incident investigations within 12 months of HSE assuming primacy (see Figure 17)

![Figure 15](image)

**Figure 15** Number of health and safety concerns meeting HSE risk-based criteria followed up

<table>
<thead>
<tr>
<th>Year</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>13156</td>
<td>11975</td>
<td>10420</td>
<td>10000</td>
</tr>
</tbody>
</table>

![Figure 16](image)

**Figure 16** Number of RIDDOR incidents investigated by HSE

<table>
<thead>
<tr>
<th>Year</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>424</td>
<td>347</td>
<td>488</td>
<td>900</td>
</tr>
<tr>
<td>Subcategories</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accidents</td>
<td>168</td>
<td>173</td>
<td>191</td>
<td>191</td>
</tr>
<tr>
<td>Dangerous occurrences</td>
<td>839</td>
<td>815</td>
<td>821</td>
<td>617</td>
</tr>
<tr>
<td>Ill health</td>
<td>2877</td>
<td>2477</td>
<td>2767</td>
<td>2003</td>
</tr>
<tr>
<td>Gas</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

![Figure 17](image)

**Figure 17** RIDDOR fatal investigations completed within 12 months of HSE having primacy

HSE will be recording primacy date from 2012/13 onwards. Figure 17 indicates intended progress towards the Löfstedt recommendation.
C.2 Take formal enforcement action to prevent harm and secure justice where appropriate

- When appropriate, take enforcement action in line with HSE’s Enforcement Policy Statement and Enforcement Management Model (see Figure 19)
- Prosecute where there has been a serious breach of the law (see Figures 20 and 21)

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9 In Scotland, HSE and local authorities investigate potential offences but cannot institute legal proceedings. HSE and local authorities send a report to the Crown Office and Procurator Fiscal Service (COPFS). COPFS makes the final decision whether to instigate legal proceedings and which offences are taken
D. Reduce the likelihood of low-frequency, high-impact catastrophic incidents

Great Britain has a number of highly specialised industries which provide essential products and services and are strategically important to the country’s economy and social infrastructure, but which can potentially cause serious harm to their workers, the environment and the public if not properly managed.

A relatively small failure of their health and safety regimes could have catastrophic consequences (hence these industries are often referred to as major hazard industries). HSE’s programme of work will seek to secure the systematic management of hazardous activities, and provide public assurance that health and safety risks within those industries are effectively managed to reduce the likelihood of low frequency, high impact incidents.

D.1 Regulate major hazard operators and dutyholders effectively and proportionately

- Assess dutyholder submissions (safety cases and safety reports) against agreed standards to ensure the new or continued safe operation of major hazard installations (see Figure 22)
- Grant and authorise applications, derogations, licences, approvals and notifications including explosives classifications, explosive site licences, Genetically Modified Organisms (Contained Use) notifications, Control of Substances Hazardous to Health (COSHH) notifications of the use of biological agents in accordance with statutory requirements and deadlines (see Figure 23)
- Deliver agreed intervention plans and inspections at major hazard sites\(^\text{10}\), including compliance and cornerstone licence condition inspections at nuclear sites (see Figures 24 and 25)
- Inspect sub COMAH sites\(^\text{11}\) which present a significant risk because of the dangerous substances that they handle
- Undertake the Offshore Ageing and Life Extension Programme (KP4)\(^\text{12}\) to ensure dutyholders can demonstrate that suitable measures are in place to address ageing and life extension in their asset integrity management systems to ensure associated risks are controlled and safety is ensured at all times, including:

\[\text{\begin{tabular}{|c|c|c|c|c|}
\hline
\text{Year} & \text{Onshore} & \text{Offshore} & \text{2011/12} & \text{2012/13} \\
\hline
\text{2011/12} & 69 & 108 & 70 & 100 \\
\text{2012/13} & 70 & 100 & 70 & 100 \\
\text{2013/14} & 55 & 100 & 55 & 100 \\
\text{2014/15} & 100 & 100 & 100 & 100 \\
\hline
\end{tabular}}\]

\[\text{\begin{tabular}{|c|c|c|c|}
\hline
\text{Year} & \text{Explosives classifications} & \text{GM notifications} & \text{Explosives licences} & \text{COSHH notifications} \\
\hline
\text{2011/12} & 43 & 143 & 34 & 57 \\
\text{2012/13} & 67 & 57 & 60 & 177 \\
\text{2013/14} & 50 & 150 & 60 & 300 \\
\text{2014/15} & 50 & 150 & 60 & 300 \\
\hline
\end{tabular}}\]

\(^\text{10}\) Includes nuclear installations, Control of Major Accident Hazard (COMAH) sites, offshore installations, major accident hazard pipeline operators, gas distribution networks, explosive manufacturing and storage sites, mines, and biological agent facilities

\(^\text{11}\) Sub-COMAH sites are defined as sites falling below COMAH thresholds quantities with inventories of dangerous substances and where the worst foreseeable event would be comparable to that at a COMAH site

\(^\text{12}\) Further detail of the programme can be found at: http://www.hse.gov.uk/offshore/ageing/kp4-programme.htm
- An interim report in January 2013
- Completion of a programme of KP4 inspections February 2014
- First industry technical guidance documents produced by Oil and Gas UK with HSE support by September 2013
- Final report published in April 2014

- Complete assessments to allow clearance of Generic Design Assessment (GDA) issues, including any associated within the report findings on the Fukushima nuclear accident, and be in a position to consider issuing final Design Acceptance confirmations
- Begin Generic Design Assessment of the Hitachi-GE Advanced Boiling Water Reactor design in September 2013
- Ensure compliance with Site Security Plans and National Security Vetting procedures within the civil nuclear industry
- Work with DECC to ensure that the recommendations arising from Offshore Oil and Gas in the UK – An Independent Review of the Regulatory Regime on, published in December 2011 are progressed including providing input into DECC’s response to the Energy Minister by July 2012
- In response to Lord Gill’s ICL Inquiry Report, ensure that metallic LPG pipe work giving rise to the most significant risks is replaced or managed to ensure that it is fit for purpose by December 2015

D.2 Provide authoritative advice in relation to hazardous substance consents and land use planning

- Provide advice on complex planning applications within the non-determination periods in line with Government’s expectations for responding to applications (see Figure 26)
- Process “hazardous substance consent” applications within agreed timescales in line with Government’s expectations for responding to applications (see Figure 27)

Figure 26 Number of planning applications HSE expects to advise on by complexity

<table>
<thead>
<tr>
<th>Year</th>
<th>Basic</th>
<th>Medium</th>
<th>Complex</th>
<th>Nationally Significant Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011/12</td>
<td>40</td>
<td>280</td>
<td>520</td>
<td>50</td>
</tr>
<tr>
<td>2012/13</td>
<td>39</td>
<td>128</td>
<td>500</td>
<td>300</td>
</tr>
<tr>
<td>2013/14</td>
<td>40</td>
<td>324</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>2014/15</td>
<td>40</td>
<td>500</td>
<td>500</td>
<td>500</td>
</tr>
</tbody>
</table>

Figure 27 Number of Hazardous Substance Consent Applications to be processed

<table>
<thead>
<tr>
<th>Year</th>
<th>Basic</th>
<th>Medium</th>
<th>Complex</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011/12</td>
<td>113</td>
<td>144</td>
<td>130</td>
</tr>
<tr>
<td>2012/13</td>
<td>144</td>
<td>130</td>
<td>130</td>
</tr>
<tr>
<td>2013/14</td>
<td>130</td>
<td>130</td>
<td>130</td>
</tr>
<tr>
<td>2014/15</td>
<td>130</td>
<td>130</td>
<td>130</td>
</tr>
</tbody>
</table>

14 Basic advice cases are dealt with by the Land Use Planning National Support Centre; medium cases require further advice to be provided; and complex cases also require risk assessments to be undertaken
E. Manage our resources efficiently and effectively

HSE will seek to ensure delivery of our objectives is achieved through a sustainable use of resources that optimises value for money. We will seek out ways to improve the way we do business so that we are clearly seen to be achieving the best possible value for the taxpayer. Our staff will have the necessary skills, capabilities and knowledge to deliver our ambitious programme of work.

E.1 Have the right people, in the right place, at the right time, possessing the right skills, knowledge and behaviours and performing the right roles

Figure 28 shows current staffing mix and the darker segments indicate the functions which will be either fully or partly cost recovered based on current plans.

- Maintain a committed, skilled and diverse workforce (see Figures 28 and 29)
- Prepare to implement the Government’s intention to change the Office for Nuclear Regulation’s status from an in-house agency of HSE to a statutory corporation
- Implement the cross Civil Service performance management arrangements from April 2013
- Develop and implement a long-term reward strategy for HSE by October 2013
- Provide people with appropriate training and learning development opportunities, including continuous professional development
- Engage effectively and take forward actions arising from the 2012 People Survey
- Manage the health and safety of our staff, maintaining a proactive approach to attendance management and continue to improve arrangements as set out in the HSE Framework for Health and Safety Management and Corporate Health and Safety Plan

Figure 28  Current Skill Mix

- Health and Safety Laboratory 11.1%
- Office for Nuclear Regulation 13.7%
- Hazards Installations 16.3%
- Chemical Regulation 6.8%
- Field Operations 33.4%
- Operational Strategy 3.0%
- Cross Cutting Interventions 3.6%
- Legal Advisor’s Office 0.5%
- Science, Engineering and Analysis 2.2%
- Corporate Services 9.4%

Figure 29  Total Staff (Full Time Equivalents)

- 2010/11: 1861
- 2011/12: 1907
- 2012/13: 1978

Frontline staff
Non-frontline staff
E.2 Continue to reform HSE's estate to achieve better space utilisation and improved cost efficiency

- In line with HSE's estates strategy, review and where applicable reduce HSE’s estate, as and when leases allow and where sublet opportunities arise, by moving to smaller premises through the Government Property Service or closing offices. Reviews include:
  - Ashford, Glasgow, London (Rose Court), Nottingham, Northampton, Bristol, Worcester and York in 2013/14
  - Carmarthen and Wrexham in 2014/15
- Implement a phased plan for making the best use of HSE’s Headquarters (Redgrave Court, Bootle) and ensure provision of services and efficient PFI arrangement support
- In line with the Greening Government Commitment, reduce the impact HSE has on the environment by:
  - reducing waste and greenhouse gas emissions from HSE’s estate by 25% by 2015 from a 2009/10 benchmark
  - reducing water consumption to best practice benchmarks

E.3 Use technology to drive down cost and improve efficiency

- Implement in June 2013 a new, value for money supply arrangements for the Information and Communications Technology services HSE requires to support its business.
- Exploit technology to allow staff to work more effectively outside of the office, improving productivity and flexibility
- Streamline and simplify operational processes to improve delivery and performance, including:
  - implementing a single centralised call handling process for health and safety concerns and requests for advice in non major hazard sectors by March 2014
  - Enabling the electronic delivery of letters and enforcement notices to dutyholders by December 2013
- Redesign corporate services; including transferring human resources, finance and procurement transactional services to a shared service provider from June 2013
E.4 Utilise the knowledge, expertise and capabilities of the Health and Safety Laboratory (HSL) to improve health and safety management

- Provide specialist services to HSE for incident investigation, providing the vital scientific evidence base to support prosecutions (see Figure 31 and C.1)
- Provide specialist scientific services to HSE enabling the scientific evidence base to support policy (see A.1)
- Develop and increase the sales of specialist scientific products and services to external clients, both nationally and internationally to help them improve the health and safety of their workers and those members of the public affected by their work (see Figures 32 and 33 and E.5)

![Figure 31: Number of incident investigations HSL has supported](image)

- 2010/11: 228
- 2011/12: 199
- 2012/13: 147

![Figure 32: External Customer Evaluation](image)

- 2010/11: 75%
- 2011/12: 90%
- 2012/13: 95%

![Figure 33: HSL External Income in £m](image)

- 2012/13: 9.123
- 2013/14: 11.225
- 2014/15: 13.415
E.5 Deliver our financial strategy over the Spending Review period to minimise the impact of budget reductions on frontline activities

- Manage our funding effectively
- Seek to derive more of our income from non-Government sources, including:
  ✓ From **October 2012**, recover all of the costs HSE incurs arising from interventions where a material breach of the law which warrants remedial action is identified
  - Take forward proposals to extend cost recovery to HSE’s land use planning advisory functions
  - Develop and seek to implement a joint HSE/HSL approach to identify and take commercial opportunities from governments and public bodies outside the UK where they are willing to pay for our intellectual property and the combined expertise in its practical and proportionate application (see E.4)
  - Implement the strategy to enable HSL to deliver growth in external revenues and sustained profitability, whilst maintaining the quality and responsiveness of its service delivery to HSE (See Figure 33 and E.4)
- Exhaust all non-staff cost savings including:
  - Migrating to commoditised government framework contracts as they become available for all goods and services (e.g. IS/IT)
  - Reducing accommodation costs by moving to smaller premises through the Government Property Service or closing offices (see Figure 30)
- Cutting back office functions (including a move to DWP Shared Services for HR, finance and procurement functions) from **June 2013**
- Further managing down of staff numbers
Our funding and where it comes from

HSE’s funding comes primarily from two main sources:

- Grant provided by Government represents about 60% of our total funding. HSE receives Grant-in-Aid (GIA) from the Department for Work and Pensions (DWP) to fund our activities in Great Britain. Over the course of the Spending Review period (2011/12 to 2014/15) HSE’s GIA will reduce by at least £78.2m (40% in real terms) (see Figure 34)

- Recovery of costs - HSE currently recovers approximately 40% of its costs through income mainly in the major hazard sector (e.g. nuclear, offshore, chemicals) (see Figure 35)

- HSE is seeking to minimise the impact of its budget reductions on frontline programmes and has challenging efficiency and economy measures in all categories of spend across the SR10 period. These savings measures include the following real terms savings:
  
  ▪ Reduce the cost of accommodation by 22% - includes reducing the space we occupy by 14,500m² (25%) (see Figure 30)
  ▪ Reduce staff travel costs by 20% through smarter travel, restrictions on non-essential travel, use of video conferencing etc.
  ▪ Reduce IS/IT costs by 26% in real terms across the SR period including savings through the re-tender of the desktop and IT services contract
  ▪ Reduce training and conference spend by 30% whilst maintaining technical training and continuing professional development
  ▪ Reduce external science spend by nearly 40%
  ▪ Reduce Information and communications expenditure by 50% through the successful implementation of HSE’s FASE project and reduced campaign and publicity activity
How we plan to use our funding

HSE's expenditure is predominantly related to staff costs and staff related expenses (e.g. accommodation, IS/IT, travel) (see Figure 36)

Figure 36  HSE Expenditure by Category 2014/15

- Staff costs (66%)
- Staff related costs (4%)
- Accommodation and estates (10%)
- IS/IT and Telecoms (3%)
- Legal costs (3%)
- Technical support (3%)
- Depreciation (2%)
- Other costs (9%)