



# HSE Business Plan 2018/19

# Foreword

As a modern regulator, we deliver our purpose of preventing work-related death, injury and ill health through a broad range of regulatory actions – from influencing behaviours across whole industries through to targeted interventions with individual businesses, supported by a globally recognised scientific capability.

This plan sets out priorities for HSE in 2018/19, drawing on our recently published sector plans and our Helping Great Britain work well strategy. It does not attempt to capture all that we do, or the detail of the difference we make every day to individual lives and businesses. 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, for example through our engagement with stakeholders on priorities like health at work or through our award-winning campaigns;
- ensuring the regulatory framework remains effective, bringing a greater focus on supporting small firms and helping dutyholders understand how to manage the risks they create in a proportionate way;
- securing effective management and control of work-related risks through a range of proportionate approaches including face-to-face contact, licensing regimes in certain higher-risk sectors, dealing with reported concerns efficiently and effectively, and holding people to account by enforcing the law in a firm but fair way;
- reducing the likelihood of low-frequency, high-impact catastrophic hazards. We will continue to promote leadership throughout the higher-hazard industries and projects, as well as dealing with emerging risks such as cybersecurity.

The year ahead will also be significant in terms of supporting the government in its preparations for the UK's exit from the European Union and any changes that may follow the Grenfell tragedy.

HSE leads the way, but doesn't act alone. Everyone has a part to play – employers, unions, trade associations, professional bodies, academics and others. We thank them for the commitments they have made to improve health and safety standards, and welcome fresh action in the year ahead.

**Richard Judge**  
*Chief Executive*

**Martin Temple**  
*Chair*

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

## Overview of activities

In line with the Helping Great Britain work well strategy, we:

- engage a wide range of stakeholders and dutyholders as set out in our health strategy and sector action plans;
- continue our work with local authorities as co-regulators and build relationships with influential trade associations, academics, unions, professional bodies, representative groups and government agencies;
- provide helpful guidance and advice that meets the needs of users and encourages proportionate risk management;
- run insight-led behaviour change campaigns to make workplaces safer and healthier;
- bring together HSE's world-leading science and research teams with policy and operational specialists to make evidence-based decisions.

Through speaking at conferences, bringing people together in workshops or delivering training, we routinely involve colleagues at all levels, in all parts of HSE. We are building new relationships internationally with governments, regulators and others to help maintain our reputation and influence on the world stage.

## Strategic priorities 2015–2020

- Focusing our strategic engagement and collaboration on those influential individuals and organisations who can help improve health and safety outcomes
- Delivering specific campaign activity to achieve tangible improvements in awareness and action on the key issues and themes set out in our sector plans and health strategy
- Continuing our work with local authorities as co-regulators and explore a shared vision and future strategy for the HSE/LA health and safety co-regulatory partnership
- Providing accessible guidance and support materials which are tailored to the circumstances and needs of the users

- Developing science and evidence, and providing access to our know-how, specialist facilities and research

## What did we deliver in 2017/18?

- Developed and launched a comprehensive three-year Health and Work programme
- Enhanced our knowledge of small and medium-sized enterprises (SMEs) to help them to manage health and safety sensibly and proportionately
- Further embedded a broader ownership of health and safety through accelerating Helping Great Britain work well, launching Go Home Healthy, and engaging with relevant stakeholders to obtain buy-in to the priorities in our sector plans
- Enhanced our understanding of behaviours and attitudes across lung health topics, MSDs, agriculture and small/micro construction companies, leading to new approaches for interventions

## Our priorities for 2018/19

- **Sustain momentum on our Helping Great Britain work well strategy**, focusing on the highest-risk sectors and building on the stakeholder engagement and commitments made to widen the reach of the campaign to new audiences
- Deliver the next phase of the **Health and Work programme**, with its focus on reducing levels of occupational lung disease (OLD), musculoskeletal disorders (MSDs) and work-related stress
- Establish a multi-year plan that brings together and provides focus for activities and interventions enabling **proportionate management** of health and safety within **small and medium-sized enterprises (SMEs)**
- We will continue to develop our **shared research programme** by increasing the number of contributing partner organisations and by jointly agreeing new proposals that improve the evidence base for interventions which catalyse improvements in health and safety performance

**Our actions will include:****Our key deliverables/milestones will include:*****Sustaining momentum on the Helping Great Britain work well strategy***

|  |  |    |
|--|--|----|
| Deliver the next wave of the Helping Great Britain work well campaign (HGBWW), extending its reach and impact in line with our sector plans  | Evaluate initial activity (including lectures, conferences and campaigns), reporting to the HSE Board with recommendations for subsequent activities   | Q2 |
|  | Gain active support from key influencers in agriculture and construction as part of targeted, insight-led inspection campaigns   | Q4 |
| Build strategic partnerships to support our drive for healthier and safer workplaces, including with professional bodies and industry networks   | Hold HSE's Annual Lecture to build understanding of emerging risks within the health and safety system   | Q1 |
|  | Hold HSE's Annual Conference to influence, engage and promote actions by others in support of HGBWW  | Q3 |
| Work closely with leaders in the offshore wind and oil and gas industries, holding major conferences to communicate key messages and reduce risks during 2018, which marks the 30th anniversary of the Piper Alpha tragedy | Host a conference with the offshore wind industry involving all parts of the supply chain (owners, operators, equipment suppliers and contractors) to identify priority areas for risk reduction | Q1 |
|  | Host the Global Offshore International Regulators' Forum AGM and their conference as part of offshore oil and gas industry conference 'Safety 30 - Piper Alpha Legacy: Securing a Safer Future'  | Q1 |

***Health and Work programme***

|  |  |    |
|--|--|----|
| Continue to develop insight-led strategic intervention plans across the priority health topics   | Embed insight into strategic interventions and campaigns for lung health, enhancing the Go Home Healthy campaign   | Q4 |
| Deliver HSE contribution to the government's roadmap on mental health and work-related stress  | Publish revised HSE guidance for employers on assessment and management of work-related mental ill health including links to new mental healthcare standards | Q4 |
| Ensure the implementation of the review of the Partnership on Health and Safety in Scotland (PHASS), introducing new representatives and strengthening integration of the Health and Work programme with the work of the devolved administration | Publish detailed action on health and work with the Scottish government as part of the PHASS Scottish Plan for Action on Safety and Health                   | Q3 |

***Proportionate health and safety for SMEs***

|  |   |    |
|--|---|----|
| Agree, publish and then deliver a plan of coordinated activities and interventions to support SMEs in managing health and safety | Publish a plan that brings together and prioritises work relating to SMEs over coming years   | Q2 |
|  | Engage with cross-cutting organisations (eg insurers, chambers of commerce) before/after publication of this plan to get active stakeholder support | Q4 |

***Developing our shared research programme***

|   |   |    |
|---|---|----|
| Catalyse the use of evidence by others to improve health and safety performance through our shared research programme | Co-create four new shared research proposals to generate orders for joint-funded activities   | Q3 |
|   | Hold two industry/government engagement events with the Thomas Ashton Institute which deliver two joint proposals generating orders | Q4 |

# Provide an effective regulatory framework

## Overview of activities

The health and safety regulatory framework in Great Britain is mature and well developed. It has stood the test of time and recent scrutiny, and is the basis for regulatory systems across the world.

We have worked hard to reduce unnecessary complexity and repeal outdated laws without compromising protection.

When new laws are necessary, HSE provides a solid evidence base to the government's regulatory policy committee to outline the impact of new regulations.

We maintain our regulatory framework in keeping with the government's better regulation principles, sharing examples of good practice with others and building a common understanding of what proportionate health and safety looks like.

All new regulations are subject to post-implementation reviews to ensure they are working as planned.

HSE operates internationally, working with overseas regulators and other organisations. We contribute to the government's work on the UK's exit from the European Union, including preparing any necessary changes to the chemicals regime.

## Strategic priorities 2015–2020

- Maintaining a proportionate, risk-based regulatory framework fit for the 21st century
- Encouraging dutyholders to take sensible and proportionate action to manage risks
- Preparing for and delivering the UK's exit from the European Union, and developing arrangements for chemicals regulation
- Contributing as appropriate to the government's deregulatory agenda and business improvement target

## What did we deliver in 2017/18?

- Developed a programme of work contributing to

government preparations for the UK's exit from the European Union

- Began to develop the evidence base and proposals to address blue tape issues (where businesses and others place excessive and disproportionate health and safety burdens upon each other, in particular on SMEs)
- In collaboration and consultation with industry stakeholders, we published a consultation document outlining options for future arrangements for overseeing outdoor activities
- We implemented the occupational elements of the Basic Safety Standards Directive through updated Ionising Radiations Regulations 2017 (IRR17), which came into force on 1 January 2018
- Addressed recommendations of the post-implementation review of the Control of Asbestos Regulations 2012 (CAR12)
- Published guidance to help businesses understand how to comply with the law, including information on managing substances hazardous to health, which were accessed more than 500 000 times

## Our priorities for 2018/19

- Manage and, where necessary, **update our regulatory framework** and approach in line with government policy. This will include making technical changes through Statutory Instruments under European Union (Withdrawal) Bill powers to ensure retained EU law still functions effectively on exit, providing certainty for employers and employees
- Prepare any necessary **changes to the chemicals regime** as part of work on the UK's exit from the European Union
- Continue to actively engage with and **support ongoing Grenfell inquiries** and be ready to make changes if required in response to findings
- Work across the health and safety system to **share learning on blue tape issues** and identify ways to promote proportionality in the system

| <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>   |   |            |
| Making technical changes through Statutory Instruments under European Union (Withdrawal) Bill powers to ensure retained EU law still functions effectively on exit             | Statutory Instruments laid subject to Parliament  | Q4         |
| Prepare any necessary changes to the chemicals regime as part of the work on the UK's exit from the European Union   | Key deliverables will be in line with government requirements   |            |
| Actively engage with and support ongoing Grenfell inquiries and be ready to make changes if required in response to findings   | Key deliverables will be in line with government requirements   |            |
| Transposition of phase one of the amendments to the Carcinogens and Mutagens Directive   | Formal consultation on proposals completed  | Q4         |
| Transposition of the 4th list of Indicative Exposure Limits made under the Chemical Agents Directive   | Updated version of EH40 published   | Q2         |
| Transposition of the relevant emergency exposure aspects of the Basic Safety Standards Directive   | HSE's contribution to the work required to bring revised Radiation (Emergency Preparedness and Public Information) Regulations into force completed | Q3         |
| <b><i>Share learning on blue tape issues and identify ways to promote proportionality in the system</i></b>  |   |            |
| Help dutyholders better navigate blue tape (where businesses and others place excessive and disproportionate health and safety burdens upon each other, in particular on SMEs) | Publish guidance from HSE to show what proportionate implementation of ISO 45001 looks like, and set out sensible use of accreditation scheme       | Q3         |

# Secure effective management and control of risk

## Overview of activities

We carry out targeted inspections of thousands of workplaces every year, using intelligence to focus on those employers or sectors with the worst record or the greatest risks.

When things go wrong, we investigate and hold employers to account, providing answers to those affected and supporting bereaved families.

HSE comes together to protect people:

- We bolster our frontline inspection, investigation and enforcement activity with modern communications techniques, including insight-led campaigns focused on changing employer and worker behaviours.
- Our most complex investigations draw on our science and engineering specialists and facilities to provide a forensic analysis that uncovers the evidence and provides lessons for the future.
- We operate licensing schemes to ensure those working with explosives, gas supplies, and dangerous materials such as asbestos are competent to manage the risks they create. Our oversight of the chemicals industry enables the safe and sustainable use of thousands of pesticides and biocides.
- We look into thousands of health and safety concerns reported to us every year, working with other regulators, the police and local authorities to provide reassurance or take action, if needed.

## Strategic priorities 2015–2020

- Sustaining existing levels of inspection, while bringing even greater targeting, eg by Going to the Right Places
- Sustaining the timely completion of investigations aiming to complete them as soon as possible, within 12 months from taking on the case
- Improving how we share learning and influence dutyholders to amplify the impact of our interventions and enforcement action
- Improving the timeliness of decisions on applications

for authorisation of biocides and pesticides

- Providing more digital licensing services, making it easier for businesses to deal with HSE

## What did we deliver in 2017/18?

- Delivered around 20 000 proactive inspections to prevent harm, using campaigns to focus on specific issues in high-risk industries and amplifying our impact through communications campaigns, including a **sustained focus on health risks**, eg waste and recycling and construction refurbishment campaigns
- Improved the **timely completion of investigations** and explored further actions, in collaboration with other regulators and investigators
- Provided support to UK-based companies, particularly SMEs, **with REACH 2018 registration** responsibilities
- **Enhanced our digital capability** by designing and implementing HSE's first digital service – for dutyholders who work with ionising radiation

## Our priorities for 2018/19

- 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** associated with OLD and MSDs to improve compliance and risk control
- Sustain the **timely completion of investigations** to help victims and bereaved families understand what happened (and why), to tackle ongoing risks and to take enforcement action where appropriate
- Sustain **timeliness of decisions on applications** for authorisation of biocides and pesticides
- **Modernise our services**, making them user-focused and accessible, and providing the ability for people to transact with us online

| <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 using major campaigns to address priority issues within high-risk industries, as identified in sector plans and our Health and Work strategy. Targeted communications used to amplify frontline inspection activity on sector and health priorities | As part of a targeted programme, we will deliver five major inspection campaigns, each with at least 500 inspections and amplified by communications, in the following sectors: <ul style="list-style-type: none"> <li>● metal fabrication</li> <li>● agriculture</li> <li>● waste and recycling</li> <li>● food manufacturing</li> <li>● construction refurbishment (one national, two London-specific), and one national campaign focused on construction health risk</li> </ul> | Q4         |
| Introduce a new inspection regime for ionising radiation risks, assessing compliance with the Basic Safety Standards Directive (BSSD)  | Complete a targeted programme of inspections to premises using ionising radiation  | Q4         |
| Progress the work necessary to award the new contract for a Gas Safe Register supplier   | Award the new contract   | Q3         |
| <b><i>Timely completion of investigations</i></b>  |  |            |
| Sustain the timely completion of investigations aiming to complete them as soon as possible, by 12 months from the date of the incident (or primacy date for fatalities)   | 80% of fatal investigations completed within 12 months of HSE assuming primacy<br>90% of non-fatal investigations completed within 12 months of the incident   |            |
| <b><i>Timeliness of biocides and pesticides decisions</i></b>  |  |            |
| Sustain focus on improving the proportion of decisions made within EU Commission deadlines   | Pesticides - > 90%<br>Biocides - > 80%   |            |
| <b><i>Modernise our services</i></b>   |  |            |
| Creation of a single, digitally enabled, licensing and permissioning function for HSE  | Implement new ways of working for asbestos licensing including ability to apply for licences and renewals online   | Q3         |
| Creation of an HSE contact centre  | Introduce a simplified and improved way for people to register concerns and advice requests online   | Q2         |

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

## Overview of activities

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.

The oil and gas industry on and offshore is mature, but exploiting fresh reserves using new technologies. Decades of oil and gas production lie ahead but the industry is also managing decommissioning and dismantling of installations and safe abandonment of wells.

Onshore exploitation of shale gas is likely to increase in the coming years. Other growth areas include development of integrated energy networks for renewables and gas and pipelines.

Cybersecurity is becoming a bigger issue across all sectors, and the bioeconomy is forecast to grow rapidly.

HSE will continue to regulate these sectors effectively, through assessment, licensing, inspections, investigations and public safety advice to the planning system to provide assurance to the public and the workforce in these industries that major hazard risks are properly managed.

## Strategic priorities 2015–2020

- Dealing with ageing infrastructure and decommissioning in the offshore industry while it adapts to new market conditions and seeks to find new ways to extract oil and gas in ever more difficult locations
- Responding to the growing shale gas industry and bioengineering sectors as they become more important to national life
- Ensuring the threat from cybersecurity is adequately addressed in high-hazard businesses
- Promoting effective leadership across the high-hazard industries, so that ownership of risks is taken by those with the responsibility to reduce them

## What did we deliver in 2017/18?

- Completed a targeted programme of proactive inspections and face-to-face interventions at major hazard sites on and offshore to secure risk reduction
- Created a new regulatory approach for cybersecurity which provides an effective benchmark for industry to use
- Refreshed our approach to decommissioning and ageing infrastructure, ensuring integrity of new assets
- Delivered a programme of targeted interventions focusing on the control of high-consequence risks from legionella in evaporative cooling systems (cooling towers and evaporative condensers)
- Completed a programme of targeted interventions in the fairground industry, focusing on the control of public safety risks including those associated with multi-car rollercoaster rides at fixed theme parks and travelling fairs
- Completed targeted inspections in accordance with intervention plans for major infrastructure projects including HS2, Thames Tideway and nuclear new build
- Delivered on our promise to the World Health Organisation (WHO) on polio biosafety to agree with key stakeholders the UK protocol for the assessment of facilities handling the polio virus

## Our priorities for 2018/19

- **Deliver interventions to address priority issues** across major hazard industries
- Work with stakeholders, including trade associations, on **strengthening leadership and worker engagement** across all the major hazard sectors
- Take a leading role in the UK's agenda on dealing with **cybersecurity** in the safety sphere across industries
- Deliver targeted interventions focusing on the control of high-consequence risks from **legionella, fairgrounds and major construction projects**
- Support the World Health Organisation **global polio eradication programme** through a programme of laboratory inspections

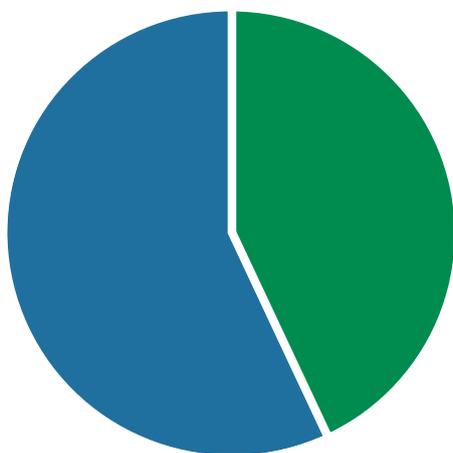
| <b>Our actions will include:</b>   | <b>Our key deliverables/milestones will include:</b>  | <b>Due</b> |
|--|---|------------|
| <b><i>Carry out Interventions to address priority issues across major hazard industries</i></b>  |   |            |
| Address emerging challenges in major hazard industries through inspection of new and existing areas  | Undertake targeted programmes of proactive inspections to address priority issues within high-risk industries, as identified in sector plans and our Health and Work strategy. As part of these we will deliver inspections in the following areas: <ul style="list-style-type: none"> <li>● examining the management systems governing gas distribution networks, transporters and gas risers in high-rise, multiple occupancy buildings</li> <li>● examining cybersecurity on and offshore</li> <li>● maintaining safe operations</li> <li>● focusing on leadership and industry capability to reduce the risk of a major hydrocarbon release or other major accident events</li> <li>● inspections at ports to consider building vulnerability in the event of an explosion</li> <li>● inspections of laboratories working with polio virus as part of the WHO global eradication programme</li> </ul> | Q4         |
| <b><i>Strengthening leadership and worker engagement</i></b>   |   |            |
| Improve reporting and transparency of safety performance in high-hazard sectors  | Publish performance data for the COMAH sector on the HSE website  | Q3         |
|  | 20% of onshore oil and gas operators publish health and safety performance indicators   | Q4         |
| Lead the development of emergency planning in the onshore oil and gas sector   | Delivery of an onshore sector emergency exercise  | Q3         |
| As part of continuous improvement of the planning process for COMAH interventions, begin to produce 3–5 year intervention strategies for each site   | Produce a 3-year intervention strategy for 60% of COMAH establishments  | Q4         |
| <b><i>Take a leading role in strengthening the UK's agenda on dealing with cybersecurity</i></b>   |   |            |
| Deliver Competent Authority functions under the EU Security of Network and Information Systems (NIS) Directive on behalf of the Department for Business, Energy and Industrial Strategy (BEIS) | Subject to Parliamentary agreement, develop and present options to the HSE Board for an agency agreement with BEIS that enables HSE to deliver specified functions  | Q1         |
| <b><i>Controlling high-consequence risks from legionella, fairgrounds and major construction projects</i></b>  |   |            |
| Deliver a programme of targeted interventions concentrating on controlling high-consequence risks from legionella, fairgrounds and major construction projects                                 | As part of the targeted programme we will deliver inspection campaigns in the following: <ul style="list-style-type: none"> <li>● third parties providing services to control legionella risks, including water treatment contractors, legionella risk assessors and cleaning contractors</li> <li>● the fairground industry, focusing on the control of public safety risks including those associated with travelling fairs and fixed theme parks</li> </ul>  | Q4<br>Q3   |
|  | Deliver project-specific intervention plans for HS2, Thames Tideway and nuclear new build projects  | Q4         |
| <b><i>Support the WHO global polio eradication programme</i></b>   |   |            |
| Participate in the WHO global polio eradication programme international exercise   | Play a leading role in the WHO international exercise on controlling accidental releases from laboratory facilities   | Q3         |

# Financial outlook for 2018/19

The Spending Review and Autumn Statement set out the government's plans to ensure the United Kingdom'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.

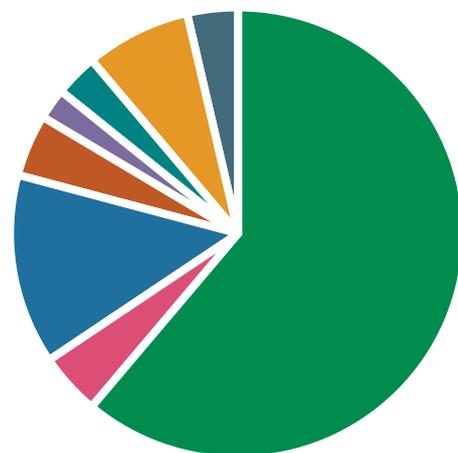
|  | 2017/18<br>£million | 2018/19<br>£million | 2019/20<br>£million |
|--|---------------------|---------------------|---------------------|
| Forecast taxpayer-funded income to HSE | 135.6               | <b>130.6</b>        | 130.6               |

**HSE Funding 2018/19 (£228 million)**



- Income **£97 million**
- Taxpayer funded **£131 million**

**HSE Expenditure 2018/19 (£228 million)**



- Staff costs **£140 million**
- Staff related **£10 million**
- Estates **£31 million**
- IS/IT **£10 million**
- Technical support **£5 million**
- Depreciation **£7 million**
- Other **£17 million**
- Capital **£8 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 effectiveness of our delivery. We

## **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 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 increasingly through a digital approach supports enhanced standards and can improve dutyholder performance.

will also sustain HSE's position as a high-performing regulator that enables improvements in health and safety outcomes while 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'. 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.

Building on our significant progress to date, 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, 2018/19 will see us further modernising our office environments.

# Further information

For information about health and safety, visit [www.hse.gov.uk](http://www.hse.gov.uk).

You can order HSE priced publications at <https://books.hse.gov.uk>.

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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