



Protecting people and places

HSE strategy 2022 to 2032



Foreword



Chloe Smith MP
Minister for
Disabled People,
Health and Work

I'm delighted to endorse the Health and Safety Executive's (HSE's) new ten-year strategy: *Protecting People and Places*.

The organisation's role and responsibilities are growing, particularly in the areas of building safety, chemicals regulation and supporting sustainable, healthy, workplace practices. This is the right time to build on HSE's already strong foundations and first-class reputation as a proportionate regulator in tackling new and traditional risk.

Protecting People and Places creates the space for the HSE to adapt and respond to a changing landscape, ensuring it remains relevant in a time of growth and innovation. It also allows it to continue to support the delivery of wider government priorities, including the move towards net zero and improving the health of the nation.

HSE will continue to help businesses take often simple steps to design out the risks to prevent work-related ill health, with a particular focus on supporting good mental health at work.

I know that HSE's continued commitment and dedication to protecting people and places will serve the citizens of Great Britain well, helping them lead healthier and safer lives.

Introduction



Sarah Albon
Chief Executive

HSE’s mission is expanding. We need to continue building on our strong foundations to address future challenges. The time is right to introduce our new ten-year strategy, *Protecting People and Places: HSE strategy 2022-2032*. This is a strategy that reflects our role at its broadest. A role that goes beyond worker protection, to include public safety assurance on a range of issues.

External drivers include the introduction of new technologies in the workplace, the growth of the gig economy and government’s commitment to the net zero agenda. HSE also has added responsibilities, such as becoming the appointed Building Safety Regulator and our extended role in chemical regulation, post Brexit.



Sarah Newton
HSE Board Chair

As ever, our fundamental principle continues to be to make sure that those who create risk, take responsibility for controlling risk. Those who fail to do so will be held to account and bear the cost.

Our strategy is designed to keep us focused on tackling both new and traditional risk, at the right time and in the right way. By setting out clear objectives and themes, we can guide our future interventions and regulatory activities. Our business plans will detail how the organisation will bring our strategy to life.

It creates the space to innovate, keeping people at the heart of what we do, as we adapt and respond to a changing landscape. We will embrace different ways of delivering our work against a refreshed set of priorities. How we evolve and develop our approach over time will require us to be open minded and flexible.

The world and our approach will evolve, but the commitment of those who work for HSE to protect people and places from risk and save lives remains.

Our mission, vision and values



Mission

Our mission is **protecting people and places**.

Vision

Dedicated to **protecting people and places**, helping everyone lead safer and healthier lives.



Working better as one With a set of shared objectives, we help to keep Great Britain one of the safest and best places to live and work. Bringing people and organisations together, sharing knowledge, expertise and data, we make a real impact on reducing death, ill health and injury.



Future change and innovation The world is changing, with new and emerging risks. We inspire and influence everyone to keep pace with future change and collectively tackle the most serious risks to our society.



Valuing our people Our people are at the heart of delivering an efficient and effective public service. We are proud that they are our core strength and value each other's work and professional contribution.

Values



The values and standards in the [Civil Service Code](#) are at the core of everything we do.

We recognise the breadth and diversity of our people and the communities we work alongside.

We will carry out our work in a way that does not discriminate against individuals or interests, reflecting our commitment to equality, diversity and inclusivity.

Our strategic objectives

Our strategic objectives clearly set down our priorities and we will commit to achieving these over the next 10 years.

They concentrate our work on areas of greatest health and safety challenge and where we can make the biggest contribution to benefit society. Designed to challenge HSE and industry to continuously improve standards, they will inform our activity and approach to delivery of our work throughout the lifecycle of this strategy.



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

Great Britain has one of the lowest rates of fatal and non-fatal work-related injury across Europe. We have seen real progress in how businesses understand and control workplace safety risk. We have well-established standards for safety, recognised and understood by industry. These have helped to reduce death and major injury, particularly in construction and manufacturing.

This isn't the same for work-related ill health, as current trends show this is increasing. The most commonly reported causes in Great Britain are now stress, depression, or anxiety.

We will work to reduce this trend. Using our collective resource to focus on this problem, we will deliver interventions that make a real difference. To have a greater impact on workers' health, society, and the economy, wider industry and business will need to help too.

Our knowledge and expertise will equip us to deal with any new health challenges that arise from the changing world of work.



Increase and maintain trust to ensure people feel safe where they live, where they work and, in their environment

The Grenfell Tower tragedy and its aftermath will continue to have an enormous impact on people, families, and communities.

We will work to establish the Building Safety Regulator (BSR) in England, part of the government's reforms of the building and fire safety system. Our work will include delivering a regime for higher-risk buildings that improves standards, compliance and accountability. This will be similar to our work in major hazard settings.

We want people to feel their home is safe and provide assurance that businesses and industries are able to manage and control risk. The challenge goes beyond workplaces. We will need to reach a wide-ranging audience, such as residents.

In our role as the appointed authority for Great Britain and the UK, we are responsible for the regulation of chemicals, pesticides, biocides, and detergents.

We will continue to operate effective regimes so businesses can trade and use products and chemicals in a way that does not put people or the environment at risk.

It's essential that we secure people's trust in what we have committed to do. We will need to bring together many elements of our regulatory skills to give people the assurance they need.



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

We have a significant part to play in the safe delivery of the government's commitment to achieve net zero greenhouse gas by 2050. Transitioning to a carbon neutral economy will see more innovative technologies and processes, which will present new risk.

We recognise that development of greener building and battery technologies will present challenges that businesses and society are less familiar with.

We will work to make sure that health and safety legislation doesn't prevent innovation and progress. It will contribute towards enabling a safe transition across all industry sectors.

To help manage risk, we will focus our attention on the breadth of activities that net zero encompasses. One early priority is our work to address the safety implications of using hydrogen for decarbonisation.

We will apply our expert knowledge and capability to help businesses understand both known and unknown risk. By bringing together science, policy, and regulation, we will help businesses in Great Britain establish themselves as world leaders in net zero.



Maintain Great Britain's record as one of the safest countries to work in

We have a proud history of succeeding in challenging circumstances. We have a track record of evolving to match the changing environment. This has made Great Britain one of the safest countries to work in. We will prepare for the future by learning from evidence and past events to protect people.

As a regulator we are the key player, but there is a role for everyone who has a stake or interest in improving health and safety. To be effective in securing and maintaining improvements, everyone must play their part.

The fundamental principle of health and safety law is that those who create risks are best placed to manage them. Our expectation and evidence suggest that most businesses have the necessary skills, knowledge, and experience to manage safety risk for themselves.

The maturity of business and their increased level of understanding of safety risks means that we can look to regulate in different ways. This should allow us to focus on achieving similar improvements in workplace health.



Ensure HSE is a great place to work, and we attract and retain exceptional people

Our organisation is only as good as the people that work for us. Securing their commitment and supporting them to deliver at their very best is vital if we are to deliver our strategic objectives.

To be true to our vision, we need to keep our people at the centre of what we do. We must build on our strengths to continue to ensure our workforce is flexible and motivated.

Our leaders will be visible and accountable. They will provide colleagues with timely and relevant information, to inspire and engage them in the challenges and changes ahead. Our work will help us attract and keep exceptional people.

We will create the environment for people to be the best they can be and develop their skills and capabilities. We will be a highly skilled organisation, so we can meet current and future needs. This is an investment not only in our organisation, but in the health and safety of Great Britain.

Our strategic themes

Sitting under these strategic objectives are six strategic themes which will guide our regulatory activities from 2022-2032.

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



A relevant HSE

To stay relevant, we will respond to the changing world of work. This includes keeping pace with social, political, environmental, and technological developments.

We will continue to review our regulatory framework to make sure it works in a time of innovation. This will provide evidence to inform any policy, regulatory and operational changes needed to support business.

Our aim is to strike the right balance between:

- maintaining good levels of protection, and
- allowing society to benefit from new services, activities and products

We will improve our impact by using interventions in a different way to deal with emerging risks and challenges. This will help us to deliver our functions effectively and efficiently.

Using a blend of interventions will help us influence behaviours to reduce risk. These will include:

- working partnerships with stakeholders
- communication activities
- regulatory interventions
- enforcement

So we can redirect resource to priority areas, we will stop work that does not align with our organisational objectives.



A fair and just HSE

We will challenge businesses with the poorest health and safety records to improve their performance. As a responsible regulator, we will continue to target our work appropriately, including towards high-risk activities.

We will use our full range of enforcement approaches to take proportionate action against businesses who:

- do not comply with the law
- put people at risk by cutting corners for profit

All our work will be evidence based. We will use data and intelligence so we can direct our resource and expertise in the right way, in the right places and at the right time.



A people-focused HSE

HSE's success depends upon the activities and behaviours of those who:

- work for us
- are contracted by us

To support delivery of our mission, we will maintain our regulatory expertise and continue to work with professional bodies, industry experts and communities who have the skills, knowledge and experience that complement our own.



A collaborative HSE

We recognise how important it is to work with others to achieve shared or complementary objectives.

We will identify the things we are best:

- doing on our own
- doing in collaboration with others
- letting others do alone, with our support

We will continue to support the implementation of government policy, giving competent, impartial advice. When we deliver activities and services for other government departments or devolved nations, we will ensure:

- they complement our own work as an independent regulator
- those activities and services align with their policies and strategies
- that we use our expertise to encourage a joined-up approach

We will also use our internationally recognised expertise to support other public bodies, professional bodies, industry organisations and worker representatives with their work.



A financially viable HSE

Those who create risk should pay the cost of our interventions. We will recover the full cost when:

- we identify a breach of the law
- the risk profile of the sector or hazard requires our input
- we provide our expertise to help others where their activities align with our own strategy

Through a combination of cost recovery and government funding, we will make the right level of investment required to deliver our prevention, assurance, and enforcement activities.



An accessible HSE

Our services and information will be accessible to those who need them, delivered in an inclusive way. We will engage with the private and public sectors, workers, and citizens, using the most appropriate channels of communication.

We will continue to provide relevant, timely and clear advice on a range of topics including:

- managing workplace health and safety risks
- enabling the safe and sustainable use of chemicals
- our role as the Building Safety Regulator

We will develop our digital capability and use new technologies to ensure we are fit for the future. By extending our reach and influence we will engage audiences which may be new to HSE.

Further information

You can find more information on HSE's strategies and plans at www.hse.gov.uk/aboutus/the-hse-strategy.htm.