

# PROTECTING PEOPLE AND PLACES



## HSE Business Plan 2022/23



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## The challenge



**12k**

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



**1.7 million**

Working people suffering from work-related illness



**142**

Workers killed at work



**0.4 million**

Workers sustaining a non-fatal injury (Labour Force Survey)



**0.8 million**

Workers suffering from work-related stress, depression or anxiety in 2020/21



**0.6 million**

Workers suffering from a work-related illness caused or made worse by the effects of the pandemic



**12.5k**

Buildings in scope in preparing for the Building Safety Regulator



**17%**

Amount of UK CO<sub>2</sub> produced by domestic gas boilers



**20k+**

Chemical substances on the GB market requiring regulatory oversight



**340+**

Offshore installations and onshore pipeline networks regulated to ensure they are operating in compliance with their accepted safety cases



**300**

Biocide and pesticide active substances notified for GB review following EU Exit



**1627**

Major hazard installations with the potential to cause significant harm to workers, communities and the environment

# Foreword

## **What we do matters. It matters to everyone in Great Britain.**

As the Health and Safety Executive (HSE), we are dedicated to protecting people and places, helping everyone lead safer and healthier lives. This is the reason we have invested time in formulating our ambitious strategy for the next ten years, *Protecting People and Places: HSE strategy 2022 to 2032*. It reflects our broader role as evidenced by the Challenge, going beyond worker protection, to include public assurance across a range of health and safety and environmental issues, and ensuring we remain relevant in a changing world of work.

This business plan is the first transitional year of the strategy and is designed to set the foundations for our future, while building on a very strong record of delivery over the last 12 months, including our work on supporting the governments on COVID-19. It has a real focus on performance (see Annex), improving the effectiveness of our investigation closure and modernising ways of working as we start to focus our resource on delivering our strategic goals.

The plan will support our strategic goal to reduce work-related ill health, with a focus on mental health and stress by helping businesses normalise the approach to managing health risks, helping to prevent ill-health-related harm, reducing sickness absence and enabling people to stay in work. We will build on our successful Working Minds campaign by increasing collaborative partner engagement and advocacy.

Our ambitions for HSE have been reflected in our successful Spending Review 2021 outcome as we have secured funding to deliver key government priorities in respect of establishing an effective Building Safety Regulator for England; developing full operating capability for UK chemicals, product safety and civil explosives, post-EU Exit; supporting the safe transition to a carbon net zero society; and finalising our research into COVID-19 transmission in the workplace.

During the year, we will invest in digital enabling infrastructure as we begin to replace our core regulatory legacy system while developing new digitally enabled processes to support our additional responsibilities.

As a proportionate and enabling regulator, we will apply a range of proactive regulatory tools to improve health and safety, bringing together different interventions to achieve impact. Our accessible guidance, communication and engagement give employers the confidence to manage risk correctly, help boost productivity, support the economy, and contribute to a fairer society.

We lead the way, but we do not act alone. Collaborating in partnership significantly increases our reach, influence and impact, and advocacy is at the heart of how we protect people and places. We will concentrate on the most serious risks and target industries with the greatest hazards, and sectors with the worst risk management record.

We will be fair and just when using our legal powers. Inspection and compliance checks help us ensure that serious risks are managed sensibly, and our positive impact is measured through surveys. When things go wrong, investigation helps us get to the truth and learn lessons which we share with industry. We will hold employers to account for their failures and secure justice for victims and their families while making people and places safer.

Throughout the COVID-19 pandemic, we have played an important role in the national response to reduce the level of transmission as well as support the country's economic recovery. We recognise the uncertainty in setting out our plan at this time, but remain confident that we can respond with agility again if we need to redirect resources. However, that may impact some of our targets and deliverables in this plan.

These are exciting times for HSE with the launch of our new strategy together with the growth and investment we have secured for the organisation. While the world and our approach in delivering our strategy will evolve, one thing remains the same – the commitment of those who work for HSE to protect people and places. We are extremely proud of the way our colleagues continue to adapt and respond to the unprecedented challenges of the pandemic, and we are privileged to lead them to deliver the commitments set out in this plan.



**Sarah Newton**  
*Chair*



**Sarah Albon**  
*Chief Executive*

## Our strategy and objectives

The world of work is changing, and HSE's mission is expanding. The time is right to introduce our new ten-year strategy, *Protecting people and places: HSE strategy 2022 to 2032*. This is a strategy that reflects our broad role to include public assurance across a range of health and safety and environmental issues.

The strategy has set five **objectives** that we will deliver over the next ten years:



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



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



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



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



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



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

In 2022/23, HSE will undertake important work to enable employers to take action to **prevent** work-related ill health and design out the risks.

Work-related ill health is a problem for every section of society, with conditions ranging from cancer and other long-latency diseases to stress and musculoskeletal disorders. Recent data indicates that short-term latency illness cost Great Britain around £11.4bn per annum caused by working conditions. Cancers caused by previous working conditions cost an estimated additional £14.3bn. These costs include impacts on businesses and governments – but, most of all, on the individual sufferers and their families.

The scale of **work-related** ill health in Great Britain is significant. Work-related lung disease, mental health at work and work-related stress and musculoskeletal disorders (MSDs) remain the most common cause of working days lost in Great Britain, which is why we will focus on these areas. In 2020/21, stress, anxiety and depression accounted for 50% of all work-related ill-health cases.

### Work-related ill health

We take a preventative approach to work-related ill health and will **prioritise** our activity in three areas of the most common causes of working days lost: work-related lung disease, work-related stress and mental health, and MSDs. However, our work will recognise how they intersect to enable us to take an integrated approach to tackling these areas.

A key activity in 2022/23 will be to fully understand and analyse all work-related ill-health incidence, so we can develop an evaluation strategy to enable us to assess the impact of our interventions.

Evidence indicates that a healthy workforce is a more productive one, and one where workers are less likely to leave work on health grounds. Our **interventions** will therefore focus on enabling and educating employers to design out the risks of work-related ill health, building capability to ensure that risks are understood and acted on, and co-designing our work with partners to support systemic business change in managing these risks.

We will focus our effort to **reduce work-related ill health**, including work-related stress and MSDs in priority employment sectors and, building on our successful model, an end-to-end intervention to leverage behavioural change across industry. We will lead, deliver and evaluate a programme of interventions which include:

- exposure to respirable dusts in woodworking, foundry and fabricated metal sectors where evidence demonstrates significant incidence of work-related lung disease;
- handling of sharps and provision of PPE in health and social care;
- asbestos to assess dutyholder performance of duty to manage premises;
- two construction sector campaigns focused on respiratory health and MSDs.

Notably, during 2022, we will continue to assess our products that support the 'Working Minds' campaign, as well as promote the campaign via stakeholder engagement. This will build on the successful launch to sustain the campaign as it increases its scope, using our strong relationship with employers to prevent ill health by helping them to recognise the signs of work-related stress and make tackling issues routine, including encouraging employees to speak up about problems. While specifically targeting six million workers in small businesses, we are calling for a culture change across Great Britain's workplaces, to ensure psychological risks are treated the same as physical ones in health and safety risk management. To support this as part of our health prevention activity, we will help build capability across employers in prevention and management of work-related stress by co-designing a NEBOSH qualification for line managers.

We will also deliver our commitment in the government's response to the 'Health is Everyone's Business' consultation. Specifically, working with the Department for Work and Pensions (DWP) and Department of Health and Social Care (DHSC) Joint Work and Health Unit, we will produce clear, principle-based guidance to empower employers to support disabled workers and workers with long-term health conditions to remain productive in work, consulting Scottish and Welsh governments where responsibilities overlap. We will continue to support the government's wider work and health agenda as appropriate.

We will deliver HSE's flagship 'Risk by Design' award, which encourages innovation by employers to design out the risks of manual handling injuries at work.

A key communications priority will be to conduct insight and research to target and segment our messages, so they resonate with our audiences. We will create a series of thought leadership communication and engagement interventions, including supporting the annual Health and Work conference. We will build on the success of the last year, extending our scope, reach and measuring the impact of our communications.



## Finalise national core studies

Following investment through successive Spending Reviews, we will finalise our research into COVID environmental transmission in the workplace through our leadership of a collaborative programme with academia. This knowledge and experience will inform future government decision makers as to the impact of different courses of action, in situations where a rapid response is essential, but without the time to gather the evidence from scratch. This programme is one of six studies which reports to the UK Government Chief Scientific Adviser, and in addition to supporting the continued response to COVID, it will help support responses to any future health pandemics.

## Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Establish ill-health activity baseline and develop evaluation strategy	<b>Q4</b>
Deliver a programme of interventions focused on ill health in sectors where evidence demonstrates significant incidence of work-related ill health	<b>Ongoing</b>
Promote Working Minds campaign via stakeholder engagement and extending the champions' network	<b>Ongoing</b>
Co-design and launch NEBOSH qualification in prevention and management of work-related stress	<b>Q3</b>
Produce and publish guidance to empower employers to support disabled workers and workers with long-term health conditions remaining in work	<b>Q4</b>
Complete delivery of the National Core Study on SARS-CoV-2 transmission	<b>Q4</b>



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

**Over time, our role has broadened beyond worker protection to encompass public safety assurance on a wide range of issues, and it is important that our strategic objectives reflect this.**

The appointment of HSE as the Building Safety Regulator and changes to our role in chemical regulation outside of the European Union enhances this focus of greater assurance in respect of protecting people and places and the environment they enjoy.

### **Establishing the Building Safety Regulator**

We will continue our ambitious programme to establish at pace the new Building Safety Regulator (BSR) for England in HSE, and our work across government departments to support the Building Safety Bill through Parliament and the development of a significant package of enabling secondary legislation to deliver the government's building safety reforms.

The reforms include a more stringent regulatory regime for high-rise residential buildings through planning, design, construction and occupation, and will raise industry standards, protect residents, and help prevent a tragedy like Grenfell from ever happening again.

We will also work with industry, residents, partner regulators and other stakeholders to drive changes in attitude, behaviour, culture and performance, gain their insights and engage with them on the design of the new framework, and help stakeholders to prepare for the new regulatory regime. We will continue engaging with Scottish and Welsh governments on their approaches to building safety and consistent competencies across Great Britain.

We will continue to develop capability and capacity to deliver the programme and the BSR functions at scale as soon as possible following Royal Assent (expected Spring 2022) and build on the success of the Gateway One planning consultation service introduced in August 2021.

Following completion of the discovery phase, we will refine the BSR operating model and procure partners to support the design and build of the necessary operating services, drawing on common component work.

## Chemicals

Following the end of the EU transition period, we continue to work towards establishing the full operating capability for UK chemicals regulation, a significant part of which is being delivered through the Biocides and Pesticides Transformation Programme. We aim to protect both human health and the environment through the safe and effective use of chemicals. We will make manufacturers, importers and distributors understand their responsibilities for managing the risks of chemicals as part of their role in the supply chain by using targeted communications and engagement activities – and, where necessary, enforcement action.

We will ensure there are effective ways in which the hazardous properties of substances are assessed and the risks they pose are communicated to users so that the necessary control measures can be put in place at the point of use. We will continue to deliver permissioning activities in the chemicals supply chain and operate regulatory regimes as the GB chemicals regulator – including discharging agreed roles and functions on behalf of the Department for Environment, Food and Rural Affairs (Defra), Scotland and Wales. We will also continue to provide technical support and advice to Northern Ireland's regulators.

We are investing significantly in growing our organisational capability and capacity to deal with increased workloads following EU Exit across all chemical regimes. In 2022/23, we will build on the significant increase in our workforce achieved in 2021/22. We will continue to identify ways of improving our regulatory service delivery, particularly in those that can be achieved without legislative changes, to improve the efficiency and effectiveness of our activities – without compromising the levels of protection and assurance we provide.

We achieved day one readiness post-EU Exit, while recognising our processes and systems to deliver the new regimes were not sustainable in the longer term. To develop a sustainable capability to deliver the larger regulatory regimes, we have established a Biocides and Pesticides Transformation Programme (BPTP). Following the discovery phase, the programme will this year move into the design and subsequent build phases aimed at optimising processes and resources, harmonising our approaches where we can, and introducing new digital systems to replace outdated and temporary solutions introduced following EU Exit. We will continue to support Defra in its work to make UK REACH more appropriate for Great Britain.

## Gas Safe Register

Working with our commercial partner, we will undertake inspections to monitor that gas work is being carried out competently and safely. We will deal with complaints and undertake risk-based proactive inspections and work closely with regulators and local authorities. We will maintain the Gas Safe Register of businesses and operatives who are competent to undertake both piped natural gas and liquefied petroleum gas (LPG) work.

### Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Deliver the BSR Programme to quality, time and cost to ensure all key functions are ready for deployment	<b>Q4</b>
Procure commercial partners to support the design and build of the required operating services for BSR	<b>Q4</b>
Deliver BSR engagement and communications strategy, focusing on increasing stakeholder understanding of the BSR and new regulatory regime	<b>Q4</b>
Deliver 70% of plant protection product permissioning activities within the relevant guidelines (see Annex)	<b>Ongoing</b>
Deliver 80% of biocide permissions within the relevant guidelines (see Annex)	<b>Ongoing</b>
Procure commercial partners to support the design and build of the required operating services for biocides and pesticides	<b>Q4</b>



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

**The UK government's Net Zero Strategy sets out how the country will unlock £90 billion in investment to reach 'net zero' emissions by 2050.**

The Strategy builds on the government's ten-point plan for a green industrial revolution, outlines the support that will be provided to businesses and consumers in the transition to clean energy and green technology. This includes reducing the UK's reliance on fossil fuels and switching to low-carbon travel options like electric vehicles.

We will work with other government departments on their net zero programmes to ensure a joined-up approach to regulation, with a focus on safety where it is needed.

### **Deliver our net zero commitments**

The UK government has committed to bring all greenhouse gas emissions to net zero by 2050. Achieving this will require extensive changes across the economy, including major infrastructure decisions and large-scale transitions in energy sources, usage, and transport. New technologies will also bring the need for new competency and capability in the UK workforce to deliver on the government commitments.

As part of Build Back Greener, we will support the delivery of the government's ten-point plan for a green industrial revolution and a safe transition to a carbon-neutral economy. In this changing landscape, we will be responsive to the changing workplace; working with government and sectors to understand the changing risks and challenges presented by new technologies and ensuring that the regulatory framework remains fit for purpose.

As the safety regulator, we have a key role in establishing safety assurance around new technologies. There is a commitment, working alongside partners in industry, to develop low-carbon hydrogen production capacity by 2030, linking to the need for carbon capture and storage infrastructure. We will build assurance that the development of low-carbon hydrogen is safe, to support public engagement around the use of hydrogen for heating.

We have previously supported the Department for Business, Energy and Industrial Strategy (BEIS) led Hy4Heat programme, which explored the potential use of hydrogen gas for heating homes and businesses. We have now entered into a fully funded memorandum of understanding with BEIS to assess and assure the safety evidence of using hydrogen for heating as an essential input into the BEIS to the Hydrogen Heating Programme, providing (by 2025) independent and authoritative safety advice.

We will support a number of net zero programmes in the energy sector, including offshore wind generation (and other renewable energy sources), energy from waste schemes, and carbon capture, utilisation and storage. To do this effectively, we will bring together policy, science and regulatory expertise to work collaboratively with industry and other government departments.

There will be both direct and indirect impact on HSE from other parts of the ten-point plan. The development of greener technologies, the decarbonisation of industry and the growth of innovative battery technologies will all have the potential to change the profile of risks that require managing in the future. As economic and investment forces shift in the transition, we will maintain our role in regulating the important hazards in hydrocarbon industries.

We will also work to understand the health impacts of new technologies and how changes in working practices to remove non-environmentally friendly products from processes can impact workers. We will also work to understand how the growth of the sector, such as installation of energy efficiency measures, may change the risk profile within sectors.

## **Review risks from battery failures**

Lithium-ion batteries (LIBs) are an essential component in the global drive to net zero, with their increasing use on energy storage and transportation applications. However, when an LIB fails, its stored energy is released, resulting in heat and gas release, along with fire and possible explosions. There is currently no definitive advice on key safety areas in the increasing transition to this technology.

We will complete a programme of work to understand the risks resulting from LIB failures to improve understanding and awareness. This will inform both industry and our own policy and regulatory approach to LIBs.

## Reducing our own carbon footprint

Internally, we will start to develop our own approach to net zero for HSE and develop a roadmap that will baseline and start to reduce our carbon footprint as part of our new target operating model. We will develop a comprehensive understanding of our current carbon footprint to target areas for reduction. This will include a review of areas such as travel, our estate and energy sources, and our supply chain.

We will reduce, reuse and recycle where appropriate to reduce carbon emissions in all areas of activity. We will review our renewable energy supply in our buildings, including our tenancies, and create sustainable office spaces. We will measure the impact of our hybrid working policy to ensure it further reduces our CO<sub>2</sub> emissions as a result of reduced travel to offices. We will review our pool car fleet with a view to replacing with electric vehicles where required, as well as installing electric charging points, initially in Buxton for necessary site vehicles and commercial training customers.

## Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Develop and agree priorities for HSE's approach in supporting net zero to inform future engagement with government departments and industry stakeholders	<b>Q3</b>
Undertake a strategic assessment of capacity and capability that will be required for HSE's regulatory approach to net zero priorities	<b>Q4</b>
Provide expertise and support for the Hydrogen Heating Programme trials strategy and evaluation	<b>Q4</b>
Undertake a review of the existing regulatory framework and system architecture to assess whether it is fit for purpose to support new technologies including hydrogen	<b>Q4</b>
Complete a programme of work to understand the risks resulting from increasing use of lithium-ion batteries	<b>Q4</b>
Baseline activity and develop internal HSE carbon reduction plan	<b>Q4</b>



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

**The legislation under which HSE operates has enabled Great Britain to become one of the safest places in the world to work through a combination of our extensive proactive regulatory work, enforcement and prosecution. This is evidenced through our annual injury and ill-health statistics.**

One of our key strategic objectives is to maintain this enviable record, but we are aware this will not be an easy task. The changing world of work, together with the introduction of new technologies in the workplace and the growth of the gig economy and hybrid working, means that we will need to adapt and respond to this changing landscape.

Good regulation is essential to successful businesses, and we will be working to achieve the right regulatory balance between supporting excellent business practice and protecting workers and the public.

### **Modernise regulatory processes**

We will review and modernise our regulatory process to ensure our focus remains on addressing high-risk activities efficiently and effectively. This will include:

- developing and implementing new incident selection criteria (determines which reportable incidents we investigate), which will be weighted on risk to ensure resources are focused on key priorities, resulting in dutyholders being held to account and learning for industry. This will ensure a consistent and robust approach to investigations and will improve decision making and efficient closure of cases;
- implementing a consistent approach to handling concerns, which will now be addressed directly by the Concerns and Advice Team or used as a source of future intelligence for targeting inspections;
- expanding our internal legal resource to proactively lead our prosecutions, which will enable a more consistent and efficient process.



## Improving our proactive regulatory intervention outcomes

Our inspection campaigns for 2022/23 align with the specific issues outlined within our industry sector plans and health priorities. These sectoral areas of focus (highlighted below) are where evidence, research and insight demonstrate high levels of incidence and risk, and these plans have been developed with input from employers, trade unions and professional bodies.

We will deliver 14,000 inspections with clear expectations on risk-based performance. This will include a programme of high-risk interventions including ill-health focus where appropriate to leverage behavioural change in the sectors to further improve our safety record. Using the successful process adopted for COVID compliance spot checks, we will complete upfront work to triage our approach to improve targeting of business, and we will direct, deliver and evaluate a programme with specific emphasis on:

- promoting public confidence in the safety of fairgrounds and theme parks;
- improved management of work-related road risk;
- maintenance of a safe built environment;
- follow-up inspections after agricultural compliance events;
- inspections of individual licensed contractors to ensure compliance with the Control of Asbestos Regulations by individual licensees;
- assurance visits to ensure re-cladding work is being undertaken safely;
- inspections of the decommissioning and dismantling offshore structures.

We will also carry out assurance inspections to confirm the outcome of previous interventions to determine if actions had the desired impact, and to inform future activities. We will use our multi-channel communications to amplify outcomes and raise awareness of our regulatory activity, advice, information and guidance. This will explain what good compliance looks like and will influence target audience attitudes towards better managing health and safety risk in priority sectors.

We will collaborate with other organisations which can significantly increase our reach, influence and impact. We work with industry, trade associations, professional bodies, trade unions and others who can promote health and safety standards. One of our many successful forums is the Construction Industry Advisory Committee (CONIAC). This collaboration works to bring about improvements in health and safety standards in the construction industry through promoting good practice and providing sector-specific information and guidance.

## **Investigate to swiftly tackle and reduce risk**

We will investigate incidents and seek timely completion of both fatal and non-fatal investigations in line with our agreed key performance indicators. We will reduce the time taken to instigate enforcement action or close out investigations to refocus resource on high-priority activities. We will start to measure this and target an increasing incidence of enforcement action as an investigation progresses through its review points. This will help to demonstrate that we are closing out investigations quicker and only committing further resource where we can evidence a higher incidence of risk.

## **Deliver our major hazard interventions**

Great Britain has highly specialised strategically important industries which are essential to the country's economic and social infrastructure, but whose processes and hazard potential can cause great harm to their workers, the environment and the public. Our regulatory approach aims to provide assurance that the industry is identifying and managing the major hazard risk it creates. The approach is described in our Major Hazard Regulatory Model.

The aim of our regulatory activities in major hazard sectors is to:

- confirm dutyholders have properly focused their risk management efforts on major hazards, and are controlling risks and complying with the law;
- take proportionate action, including enforcement, to ensure dutyholders make improvements where there is evidence of significant shortfalls in control measures;
- provide advice to the planning system to protect people around major hazard sites, major hazard pipelines and licensed explosive sites. This important work also supports the strategic objective: to increase and maintain trust to ensure people feel safe where they live, where they work, and in their environment.

We plan to deliver a significant programme of offshore and onshore interventions, while recognising that delivering safety case and safety report assessments and investigations will take priority. Critical areas of focus will be process safety leadership and asset integrity. As the industry invests in emerging technologies, we need to ensure existing infrastructure is maintained appropriately.

Our intervention approach will be based on the latest available data and evidence, including foresight analysis to consider the future world of work. We will address emerging challenges in major hazard industries, including scientific research into the advanced manufacturing techniques in the explosives sector.

We will also be undertaking interventions in the areas of mining, quarries and diving, as well as supporting land use planning queries and applications. We will set clear expectations on activities and the time taken to deliver.

## Regulatory intelligence hub

Subject to agreeing the approach to determine whether use of data across regulators improves regulatory outcomes, we will use the support from HM Treasury's Shared Outcomes Fund for the continued development of a regulatory intelligence hub in collaboration with other regulators. If the approach is not agreed, this programme of work will not feature in 2022/23.

## Explosives approval body

Following EU Exit, HSE is now responsible for the delivery of new domestic systems and capability to regulate the approval and safe use of civil explosives. To fulfil this, we will develop the capital infrastructure and capability during 2022/23 as a key programme of work so we can test and assess products entering the UK market. This will ensure there is no detrimental impact on the supply of these goods to the UK market.

## Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Develop and implement weighted risk-based incident selection criteria	<b>Q3</b>
Deliver 14,000 proactive inspections (see Annex)	<b>Ongoing</b>
Deliver enforcement outcomes associated with inspection within planned ranges (see Annex)	<b>Ongoing</b>
Complete 80% of fatal investigations within 12 months of primacy (see Annex)	<b>Ongoing</b>
Complete 90% of non-fatal investigations within 12 months of incident date (see Annex)	<b>Ongoing</b>
Achieve an average increasing rate of enforcement action as investigations progress through the formal review points (see Annex)	<b>Ongoing</b>
Deliver 90% of major hazard interventions within agreed timescales (see Annex)	<b>Ongoing</b>

<i>Deliverable</i>	<i>When</i>
Achieve 80% investigation of concerns within agreed timescales (see Annex)	<b>Ongoing</b>
Achieve year 2 of the Explosives Approval Body Programme, which will provide the capacity and capability to regulate civil explosives	<b>Q4</b>



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

**Our people are at the heart of what we do and the difference we make.**

We need to continue to make HSE a great place to work – building a more diverse and inclusive workplace, where everyone feels valued, and treated with dignity and respect to support the delivery of our strategic objectives. We aim to build on our improved Civil Service People Survey scores during 2022/23.

### **Develop a human resource strategy**

We will develop and implement an HR strategy designed to support high-performance work and promote our vision, mission, values and strategic objectives. It will provide a roadmap that guides leaders toward reaching organisational objectives while aligning with our values. It will focus on nurturing diversity, inclusion and wellbeing, autonomy, value alignment and employee growth, which will increase retention, engagement, productivity and performance.

### **Refresh our resourcing strategy**

We will deliver a refreshed resourcing strategy to improve our flexibility and resilience to ensure we can respond to changing regulatory focus. We will use employee experience insights to improve recruitment and retention. We will review the Regulatory Training Programme and routes of entry, and incorporate a new learning offer for all our people to make HSE an even better place to work. We will also implement a more cost-effective and efficient way of providing temporary resource through a new arrangement.

### **Embed diversity and inclusion**

Working with trade unions and our diversity networks, we strive to make HSE an inclusive and diverse workplace. We will foster a culture of positive behaviours, promoting and supporting our wide range of employee network groups and ensuring our senior leaders lead by example, making diversity and inclusion an integral part of all our decision making. By ensuring our workforce reflects a diversity of experience and perspectives, we can make better decisions and reflect

our stakeholders. A reverse mentoring programme will also be a key feature to support a more inclusive culture.

We support a zero-tolerance approach to bullying and harassment, and we are working across the organisation to reduce, year-on-year, the number of staff who experience this.

## Motivate, engage and resource our workforce

Keeping our colleagues informed, listening to their views and involving them in our mission is central to our engagement strategy. We will continue to improve engagement, building on our improved results in the 2020 People Survey, as part of our ambition to be a Civil Service high performing organisation. This will be supported by our approach to promoting wellbeing, preventing mental ill health and work-related stress. We will also conduct regular pulse surveys throughout the year to measure improvements in areas such as wellbeing and change.

We will develop an approach to long-term pay reform to ensure we have a competitive and attractive reward package, supported by a robust and evidence-based pay business case.

## Develop hybrid working policy

Following on from working arrangements as part of the response to COVID and discussions with staff, we are keen to implement a hybrid working policy which meets organisational need while allowing flexibility for staff. As part of this, we will review both our office space and layout as well as equipment provided for the home to ensure it is optimised to meet the policy aims.

## Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Develop and implement an HR strategy that supports the delivery of our strategic objectives	<b>Q2</b>
Refresh our resourcing strategy to improve recruitment and attraction	<b>Q2</b>
Embed diversity and inclusion and reduce to 8% the percentage of staff who have personally experienced bullying or harassment (see Annex)	<b>Q3</b>
Achieve average working days lost of 6 days per full-time equivalent (see Annex)	<b>Ongoing</b>

<i>Deliverable</i>	<i>When</i>
Achieve an engagement index of 65% (62% in 2021) (see Annex)	<b>Q3</b>
Review and implement four core parts of the Health Safety and Wellbeing risk management approach	<b>Q4</b>
Develop an approach to long-term pay reform to provide a competitive and attractive reward package	<b>Q3</b>
Develop and publish a hybrid working policy	<b>Q1</b>

## Enabling activities

**To maximise our potential to affect positive change in supporting the delivery of our strategic objectives, we will use our resources efficiently and effectively, while investing in capability and supporting infrastructure as key enabling activities.**

This will improve organisational resilience as well as provide the platform to enable delivery of our regulatory services in an efficient and effective way. We will have a continued and rigorous focus on driving efficiency and continuous improvement in all our functions.

## Finalise and implement our target operating model

We will finalise and start to implement the target operating model (TOM) which has been developed to define the future structure of HSE with the resources, processes and technology required. This will start to align our operating capability and our strategic objectives so we can set out a roadmap of key activities that will demonstrate how we will deliver the strategy.

## Develop our digital capability

Key to increasing our capability, we will align and refresh our digital and data strategy with the TOM, incorporating user access and channels, supported by an IT delivery plan. The strategy will build on the foundations we've created so that our work in digital, data and technology (DDaT) can effectively enable regulation. It will provide a more accessible service offering that is shaped by user need and bring greater coherence.

Using the Invest to Save Initiative which will be funded as part of the Spending Review 2021 (SR21), we will establish an in-house core digital team. The initial focus will be to introduce new case management technology using a modern stable platform to support efficient and modern regulatory approaches. The existing technology is obsolete. Recruiting a permanent team where appropriate, we will further develop our in-house capability through transfer of knowledge from commercial partners. We will build digital capability in line with the Digital, Data and Technology model and functional standard.



We will develop an IT strategy and technology roadmap to plan the path for the replacement of legacy systems and the introduction of new technologies. This will include the development of common components for existing and future digitally enabled change programmes.

## **Deliver digitally enabled ways of working**

In addition to the work already planned for the BSR and BTPP programmes, through our increasing business change and digital capability and working with partners, we will implement our portfolio of transformation programmes, including:

- ionising radiation – we will develop a service solution which will deliver improvements to radiation protection and dutyholder compliance with the Ionising Radiation Regulations 2017;
- Science Division modernisation – we will begin the modernisation of science IT following user need assessment;
- Single Operating Platform (SOP) replacement – we will begin a programme to replace Human Resources, Finance and Procurement shared service and SOP platform. This will initially be working alongside other government departments with the shared service delivery cluster.

## **Improve website content**

Our website receives over 75 million page views every year. It is our primary communication channel, helping to deliver free health and safety guidance to prevent workplace death, injury and ill health. We will modernise and greatly improve user experience with an accurate portfolio of web content that meets the needs of many different users (citizens, workers, employers).

## **Enhance our planning processes**

We will develop a longer-term financial and resourcing plan that will cover SR21 and beyond to ensure a sustainable financial future, providing the necessary resources to deliver our strategic objectives. This will demonstrate alignment with key government priorities and deliver the outcomes of the baseline and additional funding as part of SR21.

We will enhance our delivery planning processes to support consistency and realism. This will include appropriate governance for cross-cutting change activity to ensure transparency and agreement at initiation so resource can be planned and deployed appropriately. Our Portfolio Board will review dependencies and build this into continuous review of change programmes.

## Performance

Through our work on developing operational performance measures, we will be using our Visual Performance Hub to ensure that our regulatory activities are dealt with as efficiently and effectively as possible through a combination of modernised processes and focus on timely decision making. This will help us prioritise our resources, ensuring they are focused on the highest priority areas. The new performance measures will better inform where regulatory time is being spent and the timeliness of decisions to further improve operational excellence. To support this, we will develop a performance framework which will provide a summary of all the core measures used to determine how well we are functioning in terms of delivering our strategic objectives.

### Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Align and refresh the digital and data strategy to the TOM	<b>Q3</b>
Begin establishing an in-house core digital team to introduce new case management technology	<b>Q1</b>
Develop service solution to improve radiation protection and compliance	<b>Q4</b>
Begin science division IT modernisation	<b>Q2</b>
Modernise web content and user experience	<b>Q3</b>
Develop a performance framework	<b>Q3</b>

## Financial outlook

The Spending Review 2021 informs our budget for 2022/23 to 2024/25. We have made bids related to key government priorities and have received funding in addition to our baseline funds to cover the following activities:

- replacing our obsolete regulatory case management system as a spend-to-save initiative;
- national core studies funding to finish the COVID environmental transmission research;
- post-EU transition funding for biocides, pesticides, product safety and civil explosives;
- establishing the BSR;
- net zero support on hydrogen heating.

Our budget for 2022/23 comprises:

- planned total expenditure of £301m;
- £201m funded through grant in aid;
- £100m recovered through cost recovery and externally funded income.

The expenditure budget is broken down as follows:

<i>Expenditure</i>	<i>£m</i>
Staff costs	<b>178</b>
Staff-related costs	<b>7</b>
Estates and accommodation	<b>32</b>
Information systems/information technology	<b>8</b>
Technical support	<b>3</b>
Depreciation	<b>8</b>
Other including programme expenditure	<b>41</b>
National Core Studies	<b>5</b>
EU repatriated services capital	<b>6</b>
BSR capital	<b>6</b>
Baseline capital	<b>7</b>

## Monitoring our delivery

**We publish a range of statistics relating to the health and safety performance of Great Britain. Using a variety of data sources, including surveys and surveillance schemes, we provide statistics on:**

- work-related ill health and disease;
- workplace injury;
- enforcement of health and safety legislation;
- working days lost and costs to Britain as a result of health and safety incidents;
- working conditions and management of health and safety in the workplace.

Risk and performance management plays a key role in our governance process to support us to meet our strategic goals, while protecting assets and reputation. In 2021/22, following a Board effectiveness review and an increasing focus on performance, we have set up a new Board Committee for Finance and Performance.

We monitor our performance and delivery through a suite of integrated risk and performance measures which emphasise the links between our most significant risks and their potential to impact on performance. For 2022/23, we have introduced new performance measures (see Annex) which are focused on improving the effectiveness of our decision making and targeting of risk. Composite measures are included in this plan, and underlying measures will be reviewed as part of our visual Performance Hub to drive further improvements in performance and accountability.

Within this reporting framework, the Board, Executive Committee, Audit and Risk Assurance Committee (ARAC), Finance and Performance Committee and the Department for Work and Pensions Partnership Board receive reports which enable them to:

- consider and challenge how the most significant risks are managed across HSE and determine any new control measures;
- consider any emerging risks;
- agree expected risk ratings given the respective direction of travel;
- review the effectiveness of respective control measures and the outcome of assurance reviews.

ARAC's functions also include monitoring the management of risk and providing assurance to the HSE Board on the effectiveness of our risk management processes and control framework. For 2022/23, a focus for ARAC will be to ensure appropriate governance exists to manage the risks in respect of establishing the BSR.

The People and Remuneration Committee provides assurance to the HSE Board that there are satisfactory systems for identifying and developing leadership and high potential, scrutinising the incentive structure and succession planning for the Board and the senior leadership of the department, and scrutinising governance arrangements.

Our key performance indicators and targets for 2022/23 include:

<i>Key performance indicator</i>	<i>2019/20</i>	<i>2020/21</i>	<i>2021/22</i>	<i>2022/23</i>
Milestones in plan delivered	87%	82%	85%	90%
Fatal investigations completed within 12 months of primacy	78%	60%	78%	80%
Non-fatal investigations completed within 12 months of incident	89%	90%	92%	90%
Deliver a balanced budget	Yes	Yes	Yes	Yes
Engagement Index (Civil Service People Survey (CSPS))	54%	60%	62%	65%
Average working days lost per full-time equivalent	7.0	5.0	6.0	6.0
% of staff experiencing bullying or harassment (CSPS)	13%	10%	9%	8%

# Annex: Performance measures

## Introduction

**Wanting to improve our performance for all our stakeholders is at the heart of what we do.**

For HSE, performance management is about making the best use of our people and information to help us improve in protecting people and places. It involves taking positive action to make outcomes better than they would otherwise be and providing a quality service to all the stakeholders we regulate.

**The purpose of this Annex is to provide more detail on the numerical performance targets set out in the 2022/23 Business Plan and cross-referenced accordingly.** Some of the activities identified in the plan to support our five strategic objectives do not yet have specific numerical performance targets (as indicated below) and we will be developing targets for these areas where appropriate, during the year, through the performance framework:

- **Reduce work-related ill health, with a specific focus on mental health and stress** – deliverable 2 included in this document
- **Increase and maintain trust to ensure people feel safe where they live, where they work and, in their environment** – deliverables 4 and 5 included in this document
- **Enable industry to innovate safely to prevent major incidents, supporting the move towards net zero** – no numerical performance targets
- **Maintain Great Britain's record as one of the safest countries to work in** – deliverables 2-9 included in this document
- **Ensure HSE is a great place to work, and we attract and retain exceptional people** – deliverables 3-5 included in this document

Risk and performance management plays a key role in our governance process to support us to meet our strategic goals, while protecting assets and reputation. Following a Board effectiveness review and an increasing focus on performance, we have set up a new Board Committee for Finance and Performance. We monitor our performance and delivery through a suite of integrated risk and performance measures which emphasise the links between our most significant risks and their potential to impact on performance.

For 2022/23, we have introduced new performance measures which are focused on improving the efficiency and effectiveness of our decision making and targeting of risk. We have put in place systems and processes that enable us to make decisions based on sound data,

track our progress and achieve improvements to regulatory activities. Composite measures are included in the plan, and the underlying measures set out in this Annex will be reviewed as part of our visual Performance Hub to drive further improvements in performance and accountability.

Through our work on developing operational performance measures, we will ensure that our regulatory activities are dealt with as efficiently and timely as possible through a combination of modernised processes and focus on timely decision making. This will help us prioritise our resources, ensuring they are focused on the highest priority areas. The new performance measures will better inform where regulatory time is being spent and the timeliness of decisions to further improve the quality and service for our stakeholders.

To support this, we will develop a performance framework during the year which will provide a summary of all the core measures used to determine how well we are functioning in terms of delivering our strategic objectives. As part of this activity, we will also be developing new performance measures for our corporate support functions.

We also operate numerous agency agreements (AAs) and memorandums of understanding (MoUs) with other regulators and devolved governments to deliver services on their behalf which are performance monitored throughout the year. For example:

- HSE and the Scottish Ministers have an AA under S.13(4) of the Health and Safety at Work Act 1974;
- the Animal Health Act 1981 (AHA); and
- the Specified Animal Pathogens (Scotland) Order 2009 (SAPO).

This AA grants certain powers from the AHA and SAPO to allow HSE to provide, deliver and manage the licensing, inspection, investigation and enforcement requirements under SAPO on behalf of the Scottish Ministers.



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

Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Establish ill-health activity baseline and develop evaluation strategy	<b>Q4</b>
Deliver a programme of interventions focused on ill health in sectors where evidence demonstrates significant incidence of work-related ill health (see below)	<b>Ongoing</b>
Promote Working Minds campaign via stakeholder engagement and extending the champions' network	<b>Ongoing</b>
Co-design and launch NEBOSH qualification in prevention and management of work-related stress	<b>Q3</b>
Produce and publish guidance to empower employers to support disabled workers and workers with long-term health conditions remaining in work	<b>Q4</b>
Complete delivery of the National Core Study on SARS-CoV-2 transmission	<b>Q4</b>



### **Deliver a programme of interventions focused on ill health in sectors where evidence demonstrates significant incidence of work-related ill health**

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

<i>Measure title</i>	<i>Sector</i>	<i>Indicative volume</i>	<i>Planned enforcement % range</i>	<i>Inspection type</i>
We will reduce work-related ill health through a proactive inspection campaign which combines enforcement, assurance and evaluation activity. It will target sectors where evidence, research and insight demonstrate high levels of incidence and risk	Woodworking	700	50-65	Enforcement
	Fabricated metals	400	55-65	Enforcement
	Fabricated metals evaluation	100	40-60	Assurance
	Asbestos – duty to manage	400	40-50	Assurance
	Asbestos – duty to manage evaluation	20	20-40	Assurance
	Ionising radiation	255	50-70	Enforcement
	Respirable silica	200	60-70	Enforcement
	Respirable silica evaluation	50	40-60	Assurance
	Healthcare	10	45-55	Enforcement
	Construction health campaigns	2000	40-55	Enforcement



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

Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Deliver the BSR Programme to quality, time and cost to ensure all key functions are ready for deployment	<b>Q4</b>
Procure commercial partners to support the design and build of the required operating services for BSR	<b>Q4</b>
Deliver BSR engagement and communications strategy focusing on increasing stakeholder understanding of the BSR and new regulatory regime	<b>Q4</b>
Deliver 70% of plant protection product permissioning activities within the relevant guidelines (see below)	<b>Ongoing</b>
Deliver 80% of biocide permissions within the relevant guidelines (see below)	<b>Ongoing</b>
Procure commercial partners to support the design and build of the required operating services for biocides and pesticides	<b>Q4</b>

### **Deliver 70% of plant protection product permissioning activities within the relevant guidelines**

This measure aims to protect both people and the environment through the safe and effective use of chemicals. For future years as we develop the operating services, we will seek to increase the percentage completion rate. It is a composite target to capture performance against the timeliness for completing plant protection product permissioning activities as set out below:

<i>Measure title</i>	<i>Description</i>	<i>Indicative volume</i>	<i>Timeliness</i>
For plant protection product permissioning activities, we will ensure timely evaluations, make regulatory decisions and undertake public consultation where required. This will protect both human health and the environment through the safe and effective use of chemicals	Pesticides active substance (simple) partial evaluation	2	52 weeks
	Pesticides active substance (complex) full evaluation	3	52 weeks
	Pesticides active substance (simple) other evaluation	4	52 weeks
	Pesticides products (simple less complex)	300	6 weeks
	Pesticide products (complex) - authorisation	630	365 days
	Pesticide products (complex) – emergency authorisation	25	365 days

### Deliver 80% of biocide permissions within the relevant guidelines

This measure aims to protect both people and the environment through the safe and effective use of chemicals. It is a composite target to capture performance against the timeliness for completing biocide permissioning activities as set out below:

<i>Measure title</i>	<i>Description</i>	<i>Indicative volume</i>	<i>Timeliness</i>
For biocide permissioning activities, we will ensure timely evaluations, make regulatory decisions and undertake government department consultation where required. This will protect both human health and the environment through the safe and effective use of chemicals	Biocides (less complex)	2000	12 months
	Biocides (complex) – new active substance	7	365 days
	Biocides (complex) – existing active substance	7	365 days
	Biocides (complex) – article 93	7	365 days
	Biocide products (less complex) – COPR	90	70 working days
	Biocide products (simple) – same product	10	90 days
	Biocide products (complex) – changes	50	180 days
	Biocides (complex) – national authorisation	220	365 days
	Biocide products (complex) – simplified national authorisations	5	90 days
	Biocide products (complex) – renewals	100	365 days



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

Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Develop and agree priorities for HSE's approach in supporting net zero to inform future engagement with government departments and industry stakeholders	<b>Q3</b>
Undertake a strategic assessment of capacity and capability that will be required for HSE's regulatory approach to net zero priorities	<b>Q4</b>
Provide expertise and support for the Hydrogen Heating Programme trials strategy and evaluation	<b>Q4</b>
Undertake a review of the existing regulatory framework and system architecture to assess whether it is fit for purpose to support new technologies including hydrogen	<b>Q4</b>
Complete a programme of work to understand the risks resulting from increasing use of lithium-ion batteries	<b>Q4</b>
Baseline activity and develop internal HSE carbon reduction plan	<b>Q4</b>

There are currently no numerical targets set for this strategic objective, and this will be reviewed as appropriate in successive Business Plans.



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

Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Develop and implement weighted risk-based incident selection criteria	<b>Q3</b>
Deliver 14,000 proactive inspections	<b>Ongoing</b>
Deliver enforcement outcomes associated with inspection within planned ranges	<b>Ongoing</b>
Complete 80% of fatal investigations within 12 months of primacy	<b>Ongoing</b>
Complete 90% of non-fatal investigations within 12 months of incident date	<b>Ongoing</b>
Achieve an average increasing rate of enforcement action as investigations progress through the formal review points	<b>Ongoing</b>
Deliver 90% of major hazard interventions within agreed timescales	<b>Ongoing</b>
Achieve 80% investigation of concerns within agreed timescales	<b>Ongoing</b>
Achieve year 2 of the Explosives Approval Body programme which will provide the capacity and capability to regulate civil explosives	<b>Q4</b>

### **Deliver 14,000 proactive inspections**

This is a target for total inspections measured through completion of a case record on the regulatory case management system (COIN). Inspecting key industry sectors, workplaces and work activities is important as it helps ensure health and safety risks are being managed effectively.

We target and inspect dutyholders:

- in sectors which have the most serious risks (see the following section);
- where we have information and intelligence that health and safety is a significant concern, such as:
  - previous performance;
  - concerns raised by workers, the public or others;
  - incident investigations;
  - reports of injuries, diseases and dangerous occurrences.

Our regulatory emphasis is on prevention but, where appropriate, we will enforce the law to ensure that action is taken to manage risks and protect life, health and the environment as necessary. We take enforcement action to ensure dutyholders:

- deal immediately with serious risks (so they prevent harm);
- comply with the law;
- are held to account if they fail in their responsibilities.

Our enforcement action is proportionate, targeted, consistent, transparent and accountable. It is in line with our Enforcement Policy Statement and Enforcement Management Model.

### Deliver enforcement outcomes associated with inspection within planned ranges

This target is a subset of the proactive inspections referred to in the previous section for high-risk, evaluation and assurance inspections (as below) which measures the actual enforcement percentage against the planned. This is intended to clarify our enforcement expectations before we embark upon a campaign so we can determine impact and inform future interventions.

<i>Measure title</i>	<i>Sector</i>	<i>Volume</i>	<i>Planned enforcement % range</i>	<i>Inspection type</i>
We will maintain Great Britain's safety record through a proactive inspection campaign which combines enforcement, assurance and evaluation activity. It will target sectors where evidence, research and insight demonstrate high levels of incidence and risk	Waste and recycling	500	45-65	Enforcement
	Agricultural compliance	440	30-50	Enforcement
	Livestock	120	35-50	Enforcement
	Fairgrounds	100	15-30	Assurance
	Forestry	50	30-60	Enforcement
	Overhead power lines	50	40-60	Enforcement
	Anaerobic digestion	50	40-60	Enforcement
	Transport	40	20-30	Assurance
	Asbestos contractor licence compliance	1000	N/A	Assurance
	Recladding	45	10-30	Assurance
	Plant decommissioning and dismantling	5	40-60	Enforcement

### Complete 80% of fatal investigations within 12 months of primacy

This is a target for fatal investigations being completed within 12 months and is measured through completion of a case record on the regulatory case management system (COIN). It starts from the point of HSE having primacy, which means HSE being the lead investigating authority rather than investigating alongside or supporting another enforcement organisation such as the Police. It is designed to ensure HSE investigates swiftly to secure justice for the family and learnings for the industry. The 80% target recognises that approximately one in five cases will be more complex and take longer than 12 months.



### **Complete 90% of non-fatal investigations within 12 months of incident date**

This is a target for non-fatal investigations being completed within 12 months of incident date and is measured through completion of a case record on the regulatory case management system (COIN). It is designed to ensure HSE investigates swiftly to secure justice for the individuals and learnings for the industry. The 90% target recognises that approximately one in ten cases will be more complex and take longer than 12 months.

### **Achieve an average increasing rate of enforcement action as investigations progress through the formal review points**

This series of measures is designed to ensure that where we continue to investigate beyond review points, it will lead to an increasing rate of enforcement action being taken in those cases. This will ensure more timely closure of those investigations which will not result in justice or learnings for the industry.

- 20% of all cases will have been completed within 3 weeks and we expect an average enforcement rate of 15% on those cases that remain open for investigation.
- 40% of all cases will have been completed within 11 weeks and we expect an average enforcement rate of 25% on those cases that remain open for investigation.
- 50% of all cases will have been completed within 19 weeks and we expect an average enforcement rate of 35% on those cases that remain open for investigation.
- 60% of all cases will have been completed within 27 weeks and we expect an average enforcement rate of 46% on those cases that remain open for investigation.
- 70% of all cases will have been completed within 35 weeks and we expect an average enforcement rate of 50% on those cases that remain open for investigation.
- 80% of all cases will have been completed within 43 weeks and we expect an average enforcement rate of 60% on those cases that remain open for investigation.

This will be measured through local data collection initially and verified through COIN records. The average enforcement rate specified combines ranges from Field Operations and Construction investigations.

### Deliver 90% across major hazard interventions within agreed timescales

This composite target is designed to measure the timeliness of completion across major hazards regulatory activity and will be measured through COIN records and the Offshore portal. Performance against the targets will indicate the breadth of regulatory intervention and timeliness of performing the activity.

Measure title	Activity	Description	Indicative volume	Timeliness
<p>We will deliver our major hazard intervention activity to provide assurance that the major hazard industries are identifying and managing the risks they create. The aim of our activities is to:</p> <p>1. confirm dutyholders have properly focused their risk management efforts on major hazards, and are controlling risks and complying with the law;</p> <p>2. take proportionate action, including enforcement, to ensure dutyholders make improvements where there is evidence of significant shortfalls in control measures;</p> <p>3. provide advice to the planning system to protect people around major hazard sites, pipelines and licensed explosive sites.</p>	Control of Major Accident Hazards (COMAH) safety report assessments	75% completion of safety cases within agreed timescales	67	Depends on type
	Explosives permissioning regimes	Explosive licence applications and classification assessments	100	Depends on type
	Microbiological permissioning regime	Microbiological assessments conducted to agreed timescales	350	Depends on type
	Hazardous substance consent consultations	Hazardous substance assessments conducted to agreed timescales	60	13-26 weeks
	Land use planning applications – simple	Land use planning applications processed to agreed timescales	3500	21 days
	Land use planning applications – complex	Land use planning applications processed to agreed timescales	23	21 days
	COMAH planned inspections	Inspections completed and report produced and sent out	500	4 months
	Follow-up on COMAH interventions	75% of issues closed out by due date	1100	Due date
	Offshore permissioning – new	Average number of days to assess safety cases	4	5 days

<i>Measure title</i>	<i>Activity</i>	<i>Description</i>	<i>Indicative volume</i>	<i>Timeliness</i>
	Offshore permissioning – material change	Average number of days to assess safety cases	80	5 days
	Offshore permissioning – dismantlement cases	Average number of days to assess safety cases	7	5 days
	Offshore permissioning – statutory casework	75% of safety cases/ reports assessed by due date	70	Due date
	Offshore permissioning – well notifications	Average number of days to assess well notifications	800	5 days
	Offshore inspection	Average number of days to complete full inspection	130	10 days
	Mines inspection – simple	Average number of days to complete simple inspection	50	3 days
	Mines inspection – full inspection	Average number of days to complete full inspection	70	10 days
	Quarries inspection – full inspection	Average number of days to complete full inspection	200	2 days
	Diving inspection – non-offshore	Average number of days to complete full inspection	60	2 days
	Renewable energy inspection	Average number of days to complete full inspection	50	3 days
	Pipelines inspection	Average number of days to complete full inspection	140	5 days
	Energy sector issues	75% of issues closed out by due date	1100	Due date

### **Achieve 80% investigation concerns within agreed timescales**

This target measures the percentage of health and safety concerns investigated and closed within agreed timescales across the type of concerns. It is designed to ensure concerns are addressed in a timely manner, including the activity of the Concerns and Advice Team. Previous year targets have been 75%, and for 2022/23, this target has been increased to 80% to drive further improvement on timely completion.



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

### Our deliverables in the year will be:

<i>Deliverable</i>	<i>When</i>
Develop and implement an HR strategy that supports the delivery of our strategic objectives	<b>Q2</b>
Refresh our resourcing strategy to improve recruitment and attraction	<b>Q2</b>
Embed diversity and inclusion and reduce to 8% the percentage of staff who have personally experienced bullying or harassment (see below)	<b>Q3</b>
Achieve average working days lost of 6 days per full-time equivalent (see below)	<b>Ongoing</b>
Achieve an engagement index of 65% (62% in 2021) (see below)	<b>Q3</b>
Review and implement four core parts of the Health, Safety and Wellbeing risk management approach	<b>Q4</b>
Develop an approach to long-term pay reform to provide a competitive and attractive reward package	<b>Q3</b>
Develop and publish a hybrid working policy	<b>Q1</b>

### Embed diversity and inclusion and reduce to 8% the percentage of staff who have personally experienced bullying or harassment

This target is measured through the results of the Civil Service People Survey for HSE, which is a cross-Civil Service survey undertaken by the Cabinet Office. The measure is intended to cover experiences with both internal interactions within HSE as well as externally fulfilling our regulatory role. HSE has a zero tolerance approach to discrimination, bullying and harassment and has been working across the organisation to reduce, year-on-year, the number of staff who experience this. The target has been reduced from 9% to 8% for 2022/23 to reflect this drive for improved performance.

### **Achieve average working days lost of 6 days per full-time equivalent**

This target is based on a rolling 12 months of absence data and is calculated on a full-time equivalent basis. It is designed to ensure monitoring of absence for the organisation and for specific divisions so targeted action can be taken. The target is also monitored at a short-term and long-term absence breakdown to support necessary interventions.

### **Achieve an engagement index of 65% (62% in 2021)**

This target is measured through the results of the Civil Service People Survey for HSE, which is a cross-Civil Service survey undertaken by the Cabinet Office. It is based on five questions to determine how the organisation engages and motivates its people. The target has been increased from 61% to 65% in 2022/23 to reflect the ambition for increased engagement.