

## Health and Safety Executive Board Paper

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### HEALTH AND SAFETY EXECUTIVE

The HSE Board

### STRATEGY TO 2010 AND BEYOND

A Paper by Brian Etheridge

Advisor(s): Phil Kemball, Steve Pointer

Cleared by Kate Timms on

#### Issue

1. Clearance of the strategy document at Annex 1(attached as a separate document).

#### Timing

2. Immediate. The Commission will consider a revised draft on 9 December.

#### Recommendation

3. The Board agrees the attached strategy document.

#### Background

4. The Commission approved the draft strategy for consultation on 23 September. Des Browne, with the Chair, launched the document on 8 October. In approving the draft strategy, the Commission also agreed a truncated consultation period finishing on lasting from the launch to 1 December.

5. The results of the consultation will be the subject of a separate oral presentation and so the document circulated with this paper may be subject to further revision if significant further consultation findings arrive after it has been despatched. This will be made clear at the Board meeting.

#### Argument

6. Annex 1 to this paper contains all the substantive points agreed by the Commission in its draft strategy but it has changed in a number of ways:

- i. it now contains not just those things that will change – the emphasis of the draft strategy - but also references to core business drivers such as enforcement, science and technology, and Europe that are part of the permanent landscape;
- ii. revisiting the document with fresh eyes and the benefit of early consultation comments has resulted in some simplifying of the earlier drafting, the removal of what some described as ‘coded’ references, some reordering of the text, and the removal of duplication. The net result is a rewrite of the original seven strategic points as four. This will greatly assist in the strategy’s explanation and communication. (Annex 2 compares the points in the draft with those in the final document);
- iii. a new section on delivery. While not repeating what might be in our business plan, this flags up some of the supporting documentation and consultation that stakeholders might expect and when. Implementation will be overseen by an Implementation programme. Arrangements for this are already in hand.

7. The revised document is now structured in the following way:

- i. a Chair’s Foreword - picking up on the wider issues raised by this strategy;
- ii. a short introduction to give context and background;
- iii. the strategy itself containing four high level strategic points. Beneath each of these are one or more issue statements and then one or more bulleted points on how these issues will be tackled;
- iv. a section on what this will look like for key stakeholders and a further section on delivery and early deliverables.

8. Implementation of the strategy will involve further policy development and consultation and the publication of supporting documents. These can be used as communication tools in their own right to maintain the momentum of the strategy and its profile. It is suggested that we give an indication, either within the strategy or in any accompanying material, a number of early deliverables. Examples would include:

- a statement on worker involvement by February 2004;
- an indication of those well understood and managed areas where HSE will not be proactive; proposals for consultation by June 2004;
- an interventions strategy by autumn 2004;
- a high level agreement between HSE and LAs by June 2004;
- the collection of further evidence to demonstrate the business case for health and safety and its publication, with case studies, on a new web site in the Spring 2004;

- consultation on our role regarding public safety issues by the end of 2004 to encourage a wider debate across Government with the aim of a greater clarity of responsibilities for agencies involved in public safety issues;
- proposals for accessible channels of advice and guidance free from the perceived fear of enforcement by June 2004;
- proposals for support based on the model for occupational health and safety support currently being piloted by Spring 2004;
- high-level strategic programme plans by May 2004.

## **Consultation**

9. Copies of the draft strategy were sent to some 1500 organisations and individuals on HSE's Consultation Directory. It was placed on the HSE website for comment. The 'hard to reach' were again involved in focus groups, this time to gather their views on the draft. The broader views of the hard to reach groups were also tested in a structured telephone survey of 2010 respondents. Discussions with LA representatives helped inform the redrafting of relevant sections of the strategy. Within HSE, copies of the revised draft were discussed with Board members and other members of the SCS. A work in progress draft was also made available to all HSE staff on the Intranet and, where possible, discussions have taken place with SCS members.

## **Presentation**

10. The final document will be published in 2004. In the meantime, we recommend that the finally agreed document in the form of Annex 1 be circulated to all staff as soon as the Commission has agreed it. We also recommend an HSE road show by the Chair and executive to press home the significance of the strategy document. This is part of the overall communication strategy attached as Annex 3. The Board is invited to add to the communications plan as appropriate.

## **Costs and Benefits**

11. The individual elements of the strategy have not been costed at this stage. The strategy is aimed at better targeting and deployment of our resources.

## **Financial/Resource Implications for HSE**

12. The strategy will inform the strategic programme directors' development of the strategic programmes and their bids for resources.

## **Environmental Implications**

13. None

## **Other Implications**

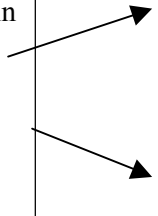
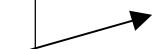
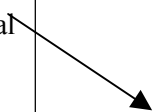

14. LA and devolved administration sensitivities have been taken into account in the draft.

## **Action**

15. The Board is asked to:

- i. agree the revised strategy at Annex 1;
- ii. agree to distribute the final strategy to all staff in HSE as soon as possible;
- iii. agree the list of early deliverables at paragraph 8 and as included in the strategy;
- iv. note the emerging communications plan at Annex 3.

7 Strategic Points Into 4 – a map

Draft Strategy	Where things have gone	Redrafted Strategy v2.1
		Chair's Foreword
<p>The strategy is about the health and safety system in Great Britain as a whole, not just HSC, HSE and LAs. HSE's role is to stimulate, orchestrate, audit, assure, and take appropriate action when things go wrong - reserving its involvement for that which only it can do.</p>	<p style="text-align: center;">    <b>FOREWORD</b>              3         </p>	<p>1. Working in partnership</p> <ul style="list-style-type: none"> <li>• working with and through others</li> <li>• the challenge of occupational health</li> <li>• HSE and LAs working together</li> </ul>
<p>HSE recognizes that it must change. More of the same, even with increased efficiency, will not deal with health issues or the changing world of work. We need to strengthen our links to keeping people in, or getting them back to, work.</p>	<p style="text-align: center;">              1         </p>	<p>2. Develop new methods to help firms benefit from effective health and safety management.</p> <ul style="list-style-type: none"> <li>• Understanding the benefits of health and safety</li> <li>• Involving the workforce</li> <li>• Providing advice and support</li> </ul>
<p>Communications and reputation management will be major interventions in their own right and crucial in making the case that health and safety is an enabler, not a hindrance.</p>	<p style="text-align: center;">              4         </p>	<p>3. Focussing on our core business</p> <ul style="list-style-type: none"> <li>• being clear about our priorities</li> <li>• an interventions strategy</li> <li>• continuing to enforce where necessary</li> </ul>
<p>We need new methods to help firms, large and small. HSE will move away from the automatic presumption of producing general written guidance towards specific, targeted support and advice directed to the areas of greatest need. Because stakeholders tell us we need to separate enforcement from support and advice to be effective, much of</p>	<p style="text-align: center;">              2         </p>	<p>4. Communicating the vision</p> <ul style="list-style-type: none"> <li>• communicating effectively</li> </ul>

Draft Strategy	Where things have gone	Redrafted Strategy v2.1
this will be produced or distributed by others rather than by HSE.		
<p>This is a strategy about hard choices and priorities. We have finite resources. HSE, working with LAs, will develop a new interventions strategy. We will give priority to those activities that only the enforcing authorities can carry out and will ensure that appropriate action is taken when things go wrong. Where the proper management of risks can be assured, we will not intervene.</p>	<p>→ FOREWORD</p> <p>→ 2</p>	
<p>We wish to see the development of occupational health and safety advice and support outside HSE with national coverage that is active in preventing ill-health, promoting rehabilitation, and getting people back to work more quickly.</p>	<p>→ 2</p>	
<p>We will not back away, where necessary, from redesigning health and safety institutions and their respective roles to achieve any of the above.</p>	<p>→ FOREWORD</p> <p>→ 2</p>	

## COMMUNICATIONS PROGRAMME

1. Both the draft strategy during the consultation process and the emerging final strategy need to be communicated to several major sets of constituencies. This is being undertaken at many levels in the HSE hierarchy and we need to exercise some coordination and define some structure for the programme. Without a clear statement of objectives and a programme of activity, we run the risk of diluting or dispersing the messages, duplicating effort or missing some of the important target audiences.
2. An attempt to detail activity together with messages, target audiences, media and the responsible deliverers is appended as a table. This is a flexible document and, as we are nearing the end of the consultation period the projected activity for the second and third phases is now, perhaps, of greater significance.
3. The new Director of Communications will want some statement of what we have been doing and where we are heading and, at some stage, the communication and profiling of the new strategy will merge with the communications review in the context of HSE's continuing aims and messages.
4. We should establish a mechanism for feedback and a central point for collation and dissemination of this information; there also needs to be commitment to individual and collective activity to further the communications objectives set out in the programme.

Internal DWP/HSE

Stakeholder	Who/objectives	Info requirements/ media	Messages	Timing/ activity	Feedback
Des Browne	Chair  To gain backing from DWP and to enable Minister to spread word and broaden support throughout govt	Phase 1 Face to face meetings to update DB on issues Phase 2 Briefing with new strategy document Phase 3 Updating on major advances in delivering strategy	HSE has accepted need for change and is progressing programmes to deliver on change and PSA targets	Regular KIT meetings planned	
Des Browne	SID  To provide evidence/background to change and success stories in gaining acceptance and delivering new arrangements	Phase 1 Speeches and background briefing to enable him to launch and promote the strategy Phase 2 New doc and briefing material on implications Phase 3 News stories and updates on successes	Ditto		
Commissioners	Ditto	Ditto	Ditto		
DWP/ HSSD (Michael Richardson)	SID  To provide evidence/background to change and success stories in gaining acceptance and delivering new arrangements	Phase 1 Background material to help HSSD provide supportive briefing on HSC/E's behalf Phase 2 New document and briefing material on implications Phase 3 News stories and updates on successes	Ditto		
HSE Staff  Plus HSE trade unions as a specific group	Chair/DG/Board  Communications Director?  SCS [as with new manifesto]  All Band 2s [a strong message emerging from our values event]	Phase 1 Letter Face to face briefing/video Phase 2/3 New internal communications channel (to be determined) Face to face/video	We have some new priorities and some new ways of achieving them. We want staff to be informed and actively participate in forming and delivering the new structure and outputs	Letter 24/9 TW briefing 6/11 Video in prep  Corporate info network on intranet	30% of staff does not recall receiving letter. 54% haven't read strategy doc.

SCS	Executive	SCS Conference		14/10 10/11 March 2004	
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#### Other govt depts/agencies

Stakeholder	Who/objectives	Info requirements/media	Messages	Timing/activity	Feedback
DEFRA/DTI/DfT/ ODPM/DoH - Ministers Senior officials  Environment Agency - Senior officials  Scottish Parliament/Welsh Assembly	Chair/Board/Commissioners  To inform other depts/ministers of the change programme and likely impact on their responsibilities and relationships with HSE  To enlist their specific support by recruiting them as exemplars of good health and safety management	Phase 1 Face-to-face  Phase 2/3 Regular meetings/forum to monitor progress	HSE is fighting for a new level of credibility and authority in the marketplace. We need not only backing of OGDs but also tangible endorsement by them becoming exemplars in health and safety	Meetings between officials and Kate Timms/Michael Richardson	

#### Local authorities

Stakeholder	Who/objectives	Info requirements/media	Messages	Timing/activity	Feedback
LGA  CoSLA LACORS SOLACE UNISON ODPM	Chair/Board/SCS  PHASE 1 To explain and gain commitment to the change in relationship required to deliver new arrangements  PHASE 2 To explore the specific implications and dynamics of the new relationships & begin to develop partnership agreements  PHASE 3 To begin implementing the arrangements; determining and changing parameters and structures to achieve this; agreeing responsibilities and targets	Face to face  Face to face Written understandings/outline agreements  Face to face Firm terms of agreement	Present demarcations and structures are no longer efficient. We need to modernise the arrangements to use resources better and play to strengths	Lunchtime briefings – 12/11 LGA, (N Cull, T O’Flynn) LACORS (D Allan)  HELA conference 10/12	

		including targets Clearly defined organisation structures and interfaces			
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### Institutions/organisations

<b>Stakeholder</b>	<b>Who/objectives</b>	<b>Info requirements/media</b>	<b>Messages</b>	<b>Timing/activity</b>	<b>Feedback</b>
TUC	Chair/Commission/ Board  SCS/Communications Dir  To explain changes and reasoning & enlist support and active help for future phases	Phase 1 Face-to-face briefing  Phase 2 Meetings to negotiate  Phase 3 Working committee	We want to redefine the HSE mission and its relationship with stakeholders in order to achieve its targets. We will be looking for some stakeholders to play a different or greater role.	Lunchtime meetings	
Individual unions	Chair/Commission/Board  To explain changes and reasoning & enlist support and active help for future phases	Face-to-face Letter		Lunchtime meetings USDAW, GPMU meetings?	
CBI	Chair/Commission/Board  To explain changes and reasoning & enlist support and active help for future phases	Face-to-face		Lunchtime meetings	
Small business organisations: FSB, BCC, SBS SBC Business links?	Chair/Commission/Board  To explain changes and reasoning & enlist support and active help for future phases	Face-to-face Letter		Lunchtime meetings	
Safety organisations - RoSPA, IOSH, BSC, BOHS	Chair/Commission/Board  To explain changes and reasoning & enlist support and active help for future phases	Phase 1 Face-to-face briefing  Phase 2 Meetings  Phase 3 Working committee		Lunchtime meetings	
Industry bodies - CITB, LANTRA, BRC, Manufacturing Alliance, EEF	Chair/Commission/ Board  To explain changes and reasoning & enlist support and active help for future phases	Phase 1 Face-to-face briefing  Phase 2 Meetings			

		Phase 3 Working committee			
Pressure/interest groups Work/life balance soc	Chair/Commission/Board  To explain changes and reasoning & enlist support and active help for future phases	Face-to-face Letter			
Professional bodies - IOD, CIPD, RIBA, APIL, I ChemE, IEE, IMechE etc	Chair/Commission/ Board  To explain changes and reasoning & enlist support and active help for future phases	Phase 1 Face-to-face briefing  Phase 2 Meetings  Phase 3 Working committee		IOD, APIL meetings?	
Advisory committees				B Etheridge presentation to AIAC 23/10 CONIAC 20/11. Others tba	

#### Media

Stakeholders	Who/objectives	Info requirements/media	Messages	Timing/activity	Feedback
Media – national	Chair/PO	Phase 1 Interviews Face-to-face briefings Press release Phase 2 Press release & copy of new strategy Phase 3 Newsworthy developments as they occur	HSE is seeking to refocus itself to achieve demanding targets & is aiming to take govt, industry & unions into a practical partnership to deliver this	You and yours 23/10  Lunchtime briefings -	
Media – safety/trade press  OSH	Chair/DG/ PO	Phase 1 Interviews & material for features/articles Press release	HSE is seeking to refocus itself to achieve demanding targets & is aiming to take govt, industry & unions into a		

H&S Practitioner		Phase 2 Press release & copy of new strategy  Phase 3 Newsworthy developments as they occur	practical partnership to deliver this		
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Information publishers & other service providers/intermediaries

Stakeholder	Who/objectives	Info requirements/media	Messages	Timing/activity	Feedback
Insurance industry - ABI Norwich Union NFU Mutual C&G Standard Life Prudential	Chair/Board/Communications Director?  To gauge climate for collaboration in these areas and explore potential arrangements and control systems/ structures to enable them to function and deliver	Phase 1 Letters outlining background/intent and inviting interest  Phase 2 Face to face meetings to explore potential  Phase 3 Publishing strategy & policy - partnership arrangements?	We are seeking new ways of working with industry/intermediaries to disseminate guidance and good practice	ABI meeting ?	
Information publishers - Croner BSC RoSPA LNBT Gee TI TSO Barbour CITB	Chair/Board/Communications Director?  To gauge climate for collaboration in these areas and explore potential arrangements and control systems/ structures to enable them to function and deliver	Phase 1 Letters outlining background/intent and inviting interest  Phase 2 Face to face meetings to explore potential  Phase 3 Publishing strategy & policy - partnership arrangements?	We are seeking new ways of working with industry/intermediaries to disseminate guidance and good practice		