

HSE CHANGE PROGRAMME 9 MONTH OBJECTIVES – Work in progress 30 April 2003

PRIORITY OBJECTIVES (These need to be more specific and challenging)	ACTIVITIES (existing Star Alliance projects/input shown in heavy shade, potential role in light shade)	TIMESCALE	ACHIEVEMENTS BY DECEMBER	MEASURES OF ACHIEVEMENT/TARGETS
All staff understand HSE's Vision, Mission, Aims and Values by December 2003	'New manifesto' team briefing.	April 2003 May–Nov 2003	All staff briefed and engaged in thinking through what Vision, Mission, Aims and Values mean for them, their work and their teams.	Feedback from team briefing. Feedback from Values Workshops
	Values Workshops for all staff.			
	Core policy – new ways of working			
	Operational policy – sectors			
All staff understand how they contribute to the realisation of the vision, mission, aims and values, reflected in ways of working by Dec 2003	Values Workshops for all staff	May–Nov 2003 for Workshops. PWPs/PRPs to be completed by March 2004.	As above and possible sample audit of PWPs/ PRPs and safety. Directorate and team operating plans which clearly reflect Vision, Mission, Aims etc.	Staff Survey questions Audit of PWPs/PRPs. Fit of plans with strategy. Recognition by stakeholders that HSE more focussed.
	Plus guidance to staff on translating into Personal Work Plans (or for SCS Personal Responsibility Plans).			
Board and top leadership demonstrate stronger leadership in behaviour and m'ment by Dec 2003	Coaching/mentoring.	Ongoing but accelerated effort May–Oct.	E.G. Top 55 managers have more focused personal development plans	Staff feedback on leadership behaviours
	Other leadership training.			
We more effectively marshal and apply intelligence.	Work of SID in particular.	[Need to identify what support etc to SID/COSAS and when].	Clear statement of intelligence priorities. Better use of intranet. Knowledge sharing	Improved use of intelligence both strategically (eg re Strategic Plan) and tactically (eg in support of operational work).
	But also COSAS on S&T			
	Ark			
	SID - Stats programme			
HSE's strategic priorities are agreed and reflected in all plans by Dec 2003	Ongoing regular contacts between SID and Policy Group.	May–Dec	Strategic Plans, Operating Plans have clear strategic priorities. Provision made for linking PWPs and PDPs to priorities	Resources allocated behind priorities. Visibly not doing non-priority work.
	Work within Policy Group, Operations etc to determine detailed priorities.			
	Compiling strategic plan and operating plans.			
We better engage external stakeholders to influence health and safety outcomes	Communications Project.	April–June/July 2003.	Acceptance that "health and safety is cornerstone". Increase in businesses placing health and	Feedback from National Account Management project.
	Regional directors			

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and safety outcomes	Action implementing project.	July 2003 onwards.	in businesses placing health and safety high on corporate agenda.	
HSE drives a positive shift in its profile and reputation ...	Communications Project. Action implementing project.	April-June/July	Strategies for external and internal communication. "New structures for delivery".	Clarity of messages. Countering negative messages. Views of Ministers. Recognised Champion of Health and Safety.
SECONDARY OBJECTIVES				
A framework for programme and project working is in place and operational.	Work of Programme and Project capability in SID. Training staff in programme and project working. Supporting Directors in moving to making programme and project working a reality.	To be set	Agreed frameworks to steer use of programmes and projects. Core of trained programme and project staff.	Development of key programmes for HSE's work.
We better deploy internal expertise and resource to obtain value for money.	Corporate Service Review Developing work of CTGs. Operational policy – London/NW pilots COIN Career development The prosecution improvement project Resource allocation		Streamlined internal services releasing resources for core business. Improving S&T contribution to HSE work.	% of CTG work delivering parts of Strategic Priorities.
We join up policy and operational experience and effort.	Joint work between OPD and CEPS (Core Expertise, Policy and Support). Other specific activity as identified. SID- PSA delivery		Shared objectives, agreed joint working. Increased focus on work which improves health and safety.	Novel working, quicker outcomes.
Ensure policies and programmes of work are forward looking, based on sound evidence and their impact is evaluated.	Effective horizon scanning		Sound decision taking. Evaluation studies.	DG, HSC, Ministers content with scope and quality of evidence and analysis supporting policy recomms. Scope and quality of impact evaluation.