

HELA 21 March 2006

**Large Organisations Partnership Pilot (LOPP)
HELA's Involvement**

**A Paper by Jonathan Russell - Business Involvement Programme
Adviser: Victoria Jeffreys – Business Involvement Programme**

Issue

1. We believe that HELA could play a vital role in communicating key messages about the aims and objectives of LOPP to LAs, and provide a steer on some aspects of working in partnership with LAs. This will help us to ensure the success of LOPP through improvements to health and safety outcomes in the participating organisations, and effective joined up working between HSE and LAs.

Timing

2. Initial views welcome, and further written comments by the end of April.

Recommendation

3. That HELA **consider their role within the pilot**, with particular regard to communications.
4. We also seek early views from HELA on two key issues that have arisen during discussions between HSE and LAs:
 - i. The **coordination of regulatory practices** as well as interventions, for example through incident selection criteria (please see paragraph 15).
 - ii. Advise on how to overcome the issue of **unequal burden on those LAs** with account managers (please see paragraph 16).
5. We also seek advice on the most **appropriate focus for the meeting between the Local Government Panel (LGP) and the Health and Safety Commission** in May, where we intend to speak about LOPP.
6. We ask that HELA consider these issues today, and offer further comment in writing via the HELA Secretariat by the end of April.

Background

7. LOPP was launched in October 2005 and has been developed, and run jointly by HSE and LACORS.
8. LOPP has two principal objectives:
 - i) to present a more coherent, customer focused face to large multi-site organisations;
 - ii) to secure improvements in health and safety outcomes in the pilot organisations and more broadly, if we can involve them in acting as exemplars, influencing the supply chain etc;
9. LOPP will ensure an effective route for LAs and HSE into some of the biggest employers. It will enable LAs and HSE to better target resources at interventions that will have the greatest effect, and minimise the risk of 'initiative fatigue', and potential damage to LAs/HSE's reputations.
10. LOPP builds on the achievements of previous work by both HSE and LAs with large organisations, for example LAPS. LOPP develops the way we work with large organisations by taking on board the health and safety agendas of both the regulator and the organisation. The genuinely reciprocal nature of the partnership and the regulator presenting a more 'customer-focused' face to the organisation which it is hoped will develop, is what will distinguish LOPP from other schemes.
11. 14 large organisations are currently signed up to LOPP (see annex 1), with one organisation still considering their involvement. These organisations each employ over 10,000 people and involve a mix of sectors (both LA and HSE enforced) and corporate structures.
12. To achieve these objectives, an HSE/LA "account manager" is appointed for each organisation who will develop, with the organisation, engagement and improvement plans, and act as a national focal point and intelligent gateway for contacts with the organisation relating to H&S performance.
13. Coordination of regulatory approaches in the LA enforced sector will present a particular challenge in LOPP, given the large number of LAs involved, and the large number sites operated by the organisations. HSE, LACoRS and Account Managers met on 24 February 2006 to discuss this issue, and identify solutions. A summary of the meeting and subsequent actions can be found in Annex 2 and 3.

Argument

14. It is accepted that a high level of awareness of LOPP amongst LAs, and clear communications on the benefits and the role of regulators is

essential to the success of the pilot. We feel that HELA could play a vital role in promoting LOPP to LAs.

15. In LOPP partnerships where there is an HSE lead, but the organisation has premises subject to both HSE and LA enforcement, there is a clear need for the coordination of regulatory practices as well as interventions, for example through incident selection criteria. There is a need to look at criteria used by HSE and across LAs to see whether more consistency can be developed, whilst accepting the need for flexibility at a local level. For example, in cases where the engagement plan doesn't specify exact criteria, **could the HSCs incident selection criteria be used?** We seek an early steer from HELA on this issue as the LOPP Team (HSE and LACoRS) will be developing an approach, and feel it is important to feed in HELA's thoughts at an early stage, It would be most helpful if once an approach has been agreed, HELA could consider their role in communicating a high level message about the coordinated working practices.
16. **HELA is asked to advise on how best to resolve the issue of unequal burden on LAs.** LOPP requires LAs to devote resources to a national scheme, and for the individual LA officers to act as account managers. Although at present there are only three LA enforced organisations involved in LOPP (and a further organisation considering whether to join the pilot), **firm arrangements for resourcing LOPP need to be made if LOPP is rolled out in the future.**
17. We ask for advice from HELA on what the most appropriate focus for the meeting with the LGP would be, as we feel it is important to ensure that they are aware of LOPP and the key issues highlighted in this paper.

Contact

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Annex 1

Organisations Participating in LOPP

Organisation	Account Manager ¹
<u>LA lead</u>	
HBOS	Jane Sykes (Calderdale LA)
Tesco	Dugald Emans (Dundee City)
ASDA	Liz Herring (Wakefield)
B&Q (still considering their involvement)	Jayne Carne (Eastleigh)
HSE lead	
Grampian Foods	Keith King
Northern Foods	Frances Bailey
Greggs	Fiona MacNeill
Royal Mail	Mark Dawson
BAA plc	Margaret Pretty
Astrazeneca	Trevor Britton
BOC Group	Andrew Cooke
Rolls Royce	Andrew Turner
BAE Systems	Steven Smith
Shell	Shahmeen Sheikh
General Electric	Peter Woolgar

¹ The LAPS lead has assumed the role of account manager in LA led partnerships.

Annex 2 – Note of meeting circulated to the LOPP community (highlighting added for purpose of paper).

Large Organisations Partnership Pilot (LOPP)
LACoRS Meeting / LA Workshop 24 February 2006

The LOPP community met on 24 February for the LA Workshop. The day was focused on the needs of LAs, as this had been identified as one of the areas in LOPP where more work was needed at the previous plenary meeting in November 2005.

The purpose of the day was to gain a clear understanding of the issues that are specific to partnerships involving LAs, and to share experiences and best practice. The objective being to ascertain what more can be done to ensure the success of LOPP, and what lessons can be learnt for future roll out .

The day was very positive, and we were able to cover a lot of ground. Many thanks to those who attended, for their contributions to the very useful discussions. The workshop has enabled us to reach a consensus on key issues; communications (including wider LA engagement) and delivery.

The LOPP team is now taking these actions forward, and will report their progress at the next plenary session in April. There will also be an opportunity for the wider group to consider the evaluation of the pilot.

Summary of Discussions

Communications

- Some LAs still do not have an understanding of what LOPP is, and what benefits it can offer them.
- We need to revitalise our communications, to ensure that LAs understand LOPP, before we start communicating the milestones and progress. This needs to be linked into LAs programme timescales.
- LAs need to understand the difference between LAPS and LOPP and how LOPP sits in the wider context of Local Better Regulation Office (LBRO) and Hampton.
- Communications need to be with senior managers and elected members, as well as practitioners.
- Face to face communications, at a regional level will be the most effective, although further written communications are needed to support these messages. There is a potential role here for partnership Liaison Officers.
- The revitalised plan also needs to address some of the gaps in our existing communications strategy, eg trade unions, professional bodies and some HSE sectors.
- Account managers are spending too much time responding to general queries about LOPP, rather than queries on their specific organisation.
- An appreciation that there is much Government interest in LOPP, but there must also be an understanding that this is high-risk area of work.
- When sharing improvement and engagement plans, regulators will only want to know is the key information relevant to them.
- We need to use the full range of communication channels open to us to deliver written communications; Environmental Health News and the HELA Extranet are particularly effective.
- All communications messages need to be jointly agreed between HSE and LACoRS, but come from a single, credible source.

Delivery

- Disciplined delivery can be affected by political factors at a local level, eg elected members may play a significant role and view health and safety primarily from a local perspective because they are required to promote the well-being of the local community.
- Improvement plans should be built around consistent core principles and themes, but not a common structure.
- A template for the plans would be too restrictive, as the company is intended to have significant input into the plan to ensure ownership.
- The company's priorities can then be built around the core principles.
- Is there a need to have a shadow account manager, in partnerships with both LA and HSE involvement?
- How can we coordinate interventions in partnerships where there is both HSE and LA enforcement – eg incident selection criteria?

- Partnership Managers and Partnership Liaison Officers are crucial to generate local enthusiasm, and understanding about disciplined delivery.
- There is a need for more central support for common tasks, to avoid the duplication of efforts.
- Resources are an issue – work recording will aid the evaluation of the pilot, and gauge the resources required.
- How can LAs and HSE together best resource LOPP? We need to consider how best to resource LOPP in the light of wider consideration to sustain the HSE/LA partnership.
- Science and Technology Initiative could provide resources.

Annex 3 – Action note of meeting circulated to the LOPP community (highlighting added for purpose of paper).

Actions

Issues	Action	Owner
<p>Communications</p> <p>Consistent, clear messages on the ‘why’ and ‘how’ of LOPP have not reached all stakeholders, in particular all of the LAs.</p>	<p>Revitalise LOPP communications plan, ensuring all stakeholders are covered eg trade unions, professional bodies, Commercial and Consumer Services, Transport and Utilities Sector (CACTUS) and Construction Division.</p>	<p>LOPP Team (Victoria Jeffreys) LACoRS (Nick Clack)</p>
<p>Communications need to be linked in to LA timescales.</p>	<p>Discuss with HELA the their possible communications role.</p>	<p>LOPP Team (Jonathan Russell)</p>
<p>Account managers are spending too much time explaining the principles of LOPP, rather than their specific partnership.</p>	<p>Present LOPP to each LA regional group, eg HSE/LA liaison groups, LACoRS regional meetings.</p>	<p>LOPP Team (Laurence Golob) LACoRS (Nick Clack)</p>
	<p>Circulate a speaking note to encourage face-to-face communications, and to ensure communications about LOPP are consistent.</p>	<p>LOPP Team (Victoria Jeffreys)</p>
	<p>Consider what more can be done using the HELA Extranet and Environmental Health News.</p>	<p>LOPP Team (Rob Hewitt) Local Authority Unit (LAU) (Gareth Broughton)</p>

Issues	Action	Owner
<p>Delivery</p> <p>Account managers need to avoid duplication of common tasks.</p> <p>There needs to be a degree of consistency in engagement/ improvement plans.</p>	<p>LOPP team to provide more central support eg set up a directory of where account managers can go for assistance on certain topics.</p>	<p>LOPP Team (Jill Worrall to lead, Jill Walters to support)</p>
	<p>Consider the compatibility of LA and HSE work recording systems, to see if information can be collated centrally.</p>	<p>LAU (Gareth Broughton) LOPP Team (Lisa Bolger to lead, Rob Hewitt to support)</p>
	<p>When account managers share the priorities for their organisation on the web, include criteria of when they want to be contacted and when they don't.</p>	<p>LOPP Team (Rob Hewitt) and All Account Managers.</p>
	<p>Ask HELA to consider how best to approach LOPP partnerships where HSE lead, but the partnership involves an LA sector – particularly incident selection criteria.</p>	<p>LOPP Team (Jonathan Russell)</p>
	<p>Articulate consistent core principles of LOPP (eg precedence of LOPP over local initiatives), and high-level themes for inclusion in the improvement plans (eg worker involvement). The organisations priorities can be built in around the core principles and themes.</p>	<p>LOPP Team (Victoria Jeffreys)</p>

Issues	Action	Owner
Account managers and LAs need more resources.	Circulate the Polestar plan.	LOPP Team (Jill Worrall)
	Provide feedback on the Polestar plan.	All account managers
	Consider the information on LAU web pages on Lead Authority Partnership Agreements, and circulate a tailored version.	LOPP Team (Rob Hewitt and Mike Calcutt) and Gareth Broughton
	Ask HELA to consider how to overcome the issue of LAs resourcing a national initiative.	LOPP Team (Jonathan Russell)
	Consider if it would be appropriate to put in a bid for the Science and Technology Initiative.	LA account managers (the fund is only available to LAs). For more information, please see http://www.hse.gov.uk/lau/techsupport.htm
AOB	Next plenary meeting will be in April 2006	LOPP Team (Jean Walters and Jill Worrall)

