

Health and Safety Commission Paper		HSC/03/58	
Meeting Date:	11 March 2003	Open Gov. Status:	Open
Type of Paper:	Above the line	Paper File Ref:	
Exemptions:	None		

HEALTH AND SAFETY COMMISSION

Developing strategy - follow up

Issue

1. Agreement to a revised vision, mission etc.

Timing

2. Urgent.

Recommendation

3. HSC are invited:
 - to agree a new vision for health and safety, related mission and objectives for HSC/E (annex 1); and
 - to comment on the emerging strategic issues and criteria for selecting strategic choices (annex 2).

Background

4. Taking account of the Commission's comments on the draft vision and objectives tabled on 25 February (and Judith Donovan's draft), further work has been done to produce the revised vision etc at annex 1, some grouping of the strategic issues, and broad criteria for selecting strategic choices.

Argument

5. The vision etc at annex 1 now includes:
 - a single, vision for health and safety for internal and external use;
 - a restatement of the current mission, but one that now acknowledges the changing workplace;
 - corporate objectives that reflect what we do now and what we aim to do in future, introducing a degree of 'stretch' and anticipating the very big challenges;
 - a restatement of our values, in other words, how we will deliver, that more clearly flows from the mission and vision; and
 - an attempt to keep it simple.
6. The strategic issues at annex 2 have been broadly grouped to provide some coherence:
 - new and complex health issues

- our role in the public protection agenda
- the role of local authorities
- the changing economy
- the changing world
- the way we manage our business and reputation

and a summary of the process so far and potential criteria for selecting strategic choices in due course is provided.

Consultation

7. Bill Callaghan, the Executive and Radical.

Presentation

8. The Chair will be taking soundings from Nick Brown as part of the process of engagement and consultation on HSC/E's strategy for 2004 onwards. The vision etc will also be presented to HSE's senior civil service at their awayday on 25/26 March. In turn it will form part of external consultation on the new strategic plan.

Costs and Benefits and Financial/Resource Implications for HSE

9. To be explored as options develop in the strategic planning process.

Environmental Implications

10. None.

Action

11. See recommendations at paragraph 3.

Contact

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Vision for health and safety

To gain recognition of health and safety as a cornerstone of a civilised society, and with that achieve a record of workplace health and safety that leads the world.

HSC/E mission

To protect people's health and safety by ensuring that risks in the changing workplace are properly controlled.

What we currently do and will continue to do

1. We protect people by providing information and advice; by promoting and assuring a goal-setting system of regulation; by undertaking and encouraging research; and by enforcing the law where necessary.
2. We influence organisations to embrace high standards of health and safety and to recognise the social and economic benefits.
3. We work with business to prevent catastrophic failures in major hazard industries.
4. We seek to optimise the use of resources to deliver our vision and mission.

What we are aiming to do

5. We will develop new ways to establish and maintain an effective health and safety culture in a changing economy, so that all employers take their responsibilities seriously, the workforce is fully involved and risks are properly managed.
6. We will do more to address the new and emerging work-related health issues.
7. We will achieve higher levels of recognition and respect for health and safety as an integral part of a modern, competitive business and public sector and as a contribution to social justice and inclusion.
8. We will exemplify public sector best practice in managing our resources.

How we will do it

- We will champion high standards of health and safety.
- We will work with others and earn their trust.
- We will respond innovatively within a changing economy.
- We will be open and learning and value people.
- We will act professionally and take personal responsibility in all we do.

New and complex health issues

- How we do the complex health issues?
- How can we make substantial progress?

The public protection agenda

- Need to put some boundaries around Section 3?

The role of local authorities

- What new approach should we take towards Local Authorities?

A changing economy

- What is the impact of globalisation – relative competitiveness i.e. impact of manufacturing / call centres moving abroad?
- What are the risks in the new economy and how can we access them?
- Are we going to continue to only focus on GB priorities?
- A changing workforce (age, skills, immigrants etc.)

A changing world

- What will be the impact of the trend towards growing social partner dialogue?
- How are we going to address the wider govt agenda – managing risks?
- What are the implications to us of a more litigious culture in society?
- How can we maintain our agenda of social responsibility – H&S built upon the tripartite system?

Managing our business

- Our approach has tended to be 'one size fits all' – need greater segmentation how do we address this?
- How do we impact higher up the value/supply chain?
- What can we do to meet public expectations of faster response / speed?
- What are we not going to do?
- Intervene less in safety in mature industries with good records?
- Bring investigations to an end quickly where there is no likelihood of prosecutions and no further lessons to be learnt?
- Aim to withdraw from licensing and approvals related work?
- What should we do to address the 'tarnished brand'?
- How can we improve our approach to communication?
- What is it we do well and why and how can we convey this?
- How do we get back on track to deliver our targets?
- Milestones to test if we are hitting our targets?
- Focus on targets may not explain what / where we need to do things better – what can we do to address this?
- How can we better measure our impact?
- What are the trade offs – implications to us of refocusing our resources?

- How can we skill our own people to address external changes and own changes i.e. ageing employees? What are the future skills needed?
- But what are we not going to do?
- Should we not be using a scorecard to determine our priorities Vs our targets and our final mission and vision?
- Is there an opportunity for us to make a step change – in the light of our new parent department / minister?
- Work tends to be done but never fed back to the Commission – how can we close the loop?

Strategic Issues and criteria

1. In short, the strategic issues identify the issues that we need to address if we are to achieve our objectives. They identify the size of the strategic task – the distance between where we are and where we want to be. They have been driven by our perception of the challenges and opportunities we face and by the perceptions of others. The list of issues has been generated by:
 - an understanding of the internal and external environment and how that might change in the future;
 - an internal and external appraisal by RADICAL;
 - Advisory Committees' forward look;
 - a small strategy steering group;
 - Joint Board and Commission discussion.
2. We are seeking to identify no more than six broad issues, which are:
 - strategic in nature;
 - big picture;
 - question and challenge the status quo.
3. From this work, we have thus far identified the following potential key issues:
 - new and complex health issues;
 - our role in the public protection agenda;
 - the role of local authorities;
 - the changing economy;
 - the changing world;
 - the way we manage our business including our reputation.
4. Some further work is needed to address the following questions:
 - how do we define the issue (the problems and opportunities facing us)?
 - what evidence do we have?
 - how will the issue affect delivery of our commitments and achievement of our objectives (PSA targets)?
 - what cross cutting initiatives must we play a part in?
 - what work do we have to do?
 - how can we improve our services to our customers and other end users?
 - if we stay on our current course, where will we end up?
5. Having agreed the issues, the task at hand will be to identify the choices we have for addressing these issues and to evaluate them. The successful choices are likely to:
 - present acceptable cost benefit profiles;
 - be consistent with our new mission, vision and overarching aims and values;
 - be able to be resourced and delivered;
 - be technically achievable within an acceptable risk.
6. We intend to use the following criteria to judge them:
 - cost (investment, long term running costs and eventual savings);
 - need for legislation;
 - availability of skills and expertise;

- acceptability to Commission/Ministers;
- acceptability to major stakeholders;
- contribution to outcomes (targets and expected benefits from change);
- contribution to outputs;
- compatibility with mission, vision and corporate objectives;
- risks;
- timing constraints and any lag period;
- contribution to other government objectives;
- dependencies and consequences;
- other constraints;
- implications for IT/HR and infrastructure.