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HEALTH AND SAFETY COMMISSION

HSE's Strategic Direction Statement for 2005/6 – 2007/8

A Paper by Tony Mulhall

Cleared by Vic Coleman on 26 August 2004

Issue

1. HSE's Strategic Direction Statement (Annex 1).

Timing

2. Routine.

Recommendation

3. That the Commission notes the content of the Statement.

Background

4. Since March 2004, HSE has been working on proposals for the overhaul and redesign of the corporate planning process. This work identified the process as being split into two major stages: first, the production of a Strategic Direction Statement (SDS) followed by the development of the three-year plans (2005/6 – 2007/8). The production of an SDS - a high-level strategic steer – was seen as crucial to the process.
5. A draft outline of the SDS was presented to the HSC at its meeting on 3 August (HSC/04/086: Spending Review (SR) 2004 - Implications of the settlement). The SDS attached at Annex 1 is the product of subsequent one-to-one consultation meetings with Board members and full discussion and agreement at a recent HSE Board meeting.
6. In drawing up the SDS, we have assumed, in the absence of formal confirmation from the Department, the spending review settlement will be "flat cash", i.e. a real terms cut of about 2.5% each year. We have also assumed that DWP will set an efficiency target as part of our settlement "contract".

Argument

7. The SDS is the Executive's tool to direct and instruct the work of the organisation to ensure we deliver our contribution to the HSC Strategy for workplace health and safety and the Public Service Agreement targets arising from the Spending Review 2004. It

will be issued in the first case to Strategic Programme and Functional Directorate planning and management teams along with planning guidelines and a planning/performance timetable. The documents will steer their planning work to develop the three-year Business Plan 2005/6 – 2007/8.

8. We intend to disseminate the information, with a foreword by the Director General, wider inside and outside HSE.
9. The SDS contains the following key elements:
 - Delivery of the PSA targets is a priority and the key focus of all our efforts;
 - That delivery will be based on HSC's *Strategy for Workplace Health and Safety in Great Britain to 2010 and Beyond*;
 - A challenging efficiency and productivity programme;
 - A concise position statement on where we are now on delivering HSC's Strategy, targets, the efficiency Programme, evidence base and the organisation and a vision of where we want to be in 2008; and
 - A clear steer on what we will do to deliver, including the things we will continue to do, the things we will do differently, the things we will stop doing and the new things we will do.

Consultation

10. All Board members have been consulted in the preparation of the SDS.

Presentation

11. The SDS will be presented to the Minister, Jane Kennedy, at HSC/E's quarterly performance review meeting with her on 9 September, following which it will be circulated widely within HSE, placed on HSE's website and shared with HSC/E's key stakeholders. No formal press launch or press release is planned.

Costs and Benefits

12. N/A

Financial/Resource Implications for HSE

13. Confirmation of HSE's SR2004 settlement will not be given until October. However, we believe a "flat cash" settlement is the most prudent planning assumption. Small variations either way from this assumption will not affect the premise of the SDS; rather the extent of achievement in some areas.

Environmental Implications

14. N/A

Other Implications

15. N/A

Action

16. The Commission is asked to note:

- the content of the SDS;
- that the SDS will be brought to the attention of the Minister, Jane Kennedy, at HSC/E's quarterly performance review meeting with her on 9 September;
- that the SDS will be circulated widely following the Ministerial meeting; and
- that the HSC will be asked to consider the Business Plan 2005/6 – 2007/8 in February 2005.