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## HEALTH AND SAFETY COMMISSION

### Approval of the Business Involvement Programme Plan

A Paper by Jonathan Russell

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on 12 August 2005

#### Issue

1. Approval of the business involvement programme plan.

#### Timing

2. Routine.

#### Recommendation

3. That the HSC approves the annexed programme plan for the business involvement enabling programme. In particular the three key areas of work: Corporate Responsibility, Business Benefits, and "Think Small First".

#### Background

4. Business Involvement is a new programme which aims to reinforce the message that *"Appropriate health and safety management is an integral part of effective business management"* and not a bolt-on administrative burden through a range of measures aimed at small, medium and large organisations.
5. Although a number of elements of the work have been ongoing for some time, this is the first time that the work has been brought together to form a coherent and strategic approach to involving and engaging business in the health and safety agenda. The Business Involvement Unit comprises two teams (large organisations and small business) which have been brought together in one management unit. This is intended to ensure flexible, targeted and effective use of resources to support and enable key strategic priorities in HSE, and maximise impact on activity most likely to affect the achievement of PSA targets.
6. The programme is comprised of three key areas of work and has built on its early remit to build relationships with key influencers and other stakeholders and develop tools to meet specific business needs. The key areas of work are:
  - o to increase large organisations, intermediaries and other stakeholders understanding of the **business benefits** of well-managed health and safety. The

large organisations team leads on this area of work and has developed a number of tools such as the Corporate Health and Safety Performance Index (CHaSPI) and the SME indicator (a tool for small to medium enterprises to measure their health and safety performance);

- to promote greater **corporate responsibility and accountability** for the management of health and safety amongst business. This is also led by the large organisation team and contains the Large Organisations Partnership Pilot (LOPP) which aims to build on earlier work and find an effective approach on engaging in partnership with large organisations, the results of which will be shared widely across HSE. By driving forward the LOPP we will be:
  - securing health and safety benefits;
  - supporting the achievement of PSA targets;
  - enhancing the reputation of HSE;
- to give renewed impetus within HSE to **'Think Small First'** (ie, the specific needs of small businesses should be considered early in the policy making and delivery process) and to ensure that the needs of small business are fully reflected in HSE policy, practice, advice and guidance more generally. - This area of work, led by the small business team, pulls together various strands of activity aimed at **engaging with SMEs and their representatives** in the health and safety agenda, **reflecting their needs and views in HSE policy making and delivery** and supporting the Think Small First agenda.

7. The programme has been developed in the context of the Hampton Report and the need for more efficient and effective joined-up working. The intention is that with the support of the enabling Business Involvement programme, the operational and strategic programmes will be better able to meet their objectives. It also relies on closer working with Local Authorities, most notably in relation to the LOPP to remove duplication and provide a better service for business,
8. The Commission has already approved in principle the proposal for the Business Involvement Programme. The HSE's Resources and Delivery Group approved the programme plan, and the more detailed business plan for 05/06 which outlines workstreams and milestones for the 05/06 operational year.

## **Argument**

9. The programme plan and the business plan for 05/06 are at annexes 1 and 2 respectively. Key points to note:
  - **Intervention logic.** There is a strong belief, based on sound behavioural scientific principles, that in order for HSE to meet its PSA targets, for both the Fit3 and major hazards aspects of our work, it must engage the business community and encourage and support attitude and behaviour change of those who are or should be responsible for health and safety issues (both at a strategic/Board level and everyday management level). This programme is therefore an essential enabler of HSE's delivery programmes.

Working with COSAS we have made some assumptions in developing the intervention logic model (annex 3) that changes in employer/manager attitude and behaviour will have an impact on the number, frequency and seriousness of accidents and ill-health in the workplace. We believe the potential is there to have a real and positive impact on reducing business costs relating to injury and ill health. We will need to try out new approaches and evaluate the elements of the programme as we go along. We will need to be prepared to change the approach if the evidence warrants it. Accordingly, programme plans are currently short-term and will be developed further as evidence is evaluated.

- **Overall approach.** It is intended that, as far as possible, the programme works in cooperation with the elements of the Fit3 programme, working in the same fields and adding value to their activities by building on previous good work. It will require regular and active engagement with the programme managers to ensure that we are providing the level and type of support they require. The details of the contribution the programme can make to enabling the major hazards delivery programme is not yet clear, but will be developed over time. The Business Involvement Programme will also work closely with the Worker Involvement Programme to ensure a joined up approach to delivery.
- **Governance.** We have set up a Programme Board to monitor progress and provide a broad steer on the programme's direction. The Board brings together people from the DTI, IoD, a Trade Union and various parts of HSE to ensure a balanced approach. Further details of board membership can be found at the end of annex 1. The first meeting of the Board is scheduled for September.
- **Specific key outcomes/outputs:**
  - Increased effective engagement with small business and their representatives on policy issues at the early stages of development through **the Small Business Trade Association Forum**. We have already seen some productive input into the development of policy at its formative stages and we are keen to build on this with valuable input from the chairman, Judith Donovan.
  - Successful launch of the **Large Organisations Partnership Pilot (LOPP)** in September 2005. This will provide an early contribution to HSC's work in response to the Hampton Report, and provide some early feedback in advance of, and material for, possible inclusion in the Chancellor's November pre-Budget speech. The intention is to use the sophisticated and robust relationships we hope to develop via LOPP, to explore what large organisations want out of a partnership arrangement with Enforcing Authorities. A list of organisations and account managers for the pilot and draft communications scripts can be found at annex 6. Once the relationships are developed we will begin to use the LOPP to explore what organisations want in terms of reward and recognition. We plan to hold a Chatham House rules conference of key stakeholders in the new year to discuss issues and options around recognition and reward. Commissioners will be invited to this.
  - Increased awareness and usage of the **Corporate Health and Safety Performance Index (CHaSPI)**. This is a valuable tool for individual organisations in measuring their own performance and for HSC/E in measuring industry performance over time.

- **Directors' Duties:** Evaluation of the effectiveness of current approaches to Directors taking the lead in effectively managing health and safety, and subsequent proposals regarding the need for specific legislation, is a key element of the programme.
- **Aims of the programme:**
  - By the end of year 1 (2005/06), we will have engaged field (including LA) and policy staff with the programme and they will have an appreciation of its potential impact. We will have met our CHASPI and SME indicator targets. We will have emerging findings from LOPP and have disseminated lessons learnt.
  - By the end of year 2 (2006/07), we will have gathered evidence of changing attitudes both within HSE and of employers/managers.
  - By the end of year 3 (2007/08), we will gathered evidence of changing behaviour of employers, managers and directors through increased public reporting of health safety performance and return users of CHASPI. We will have helped HSE meet its PSA targets.

## **Consultation**

10. Communications Directorate, FOD, OPSD, LAU, COSAS other programme leaders and within Policy Group. Local Authority Coordinator of Regulatory Services (LACORS) has been involved in the developed of the LOPP project and informed about the development of the broader aspects of the Programme.
11. We will liase with colleagues working in the Welsh and Scottish regions and LAs to ensure that the business involvement messages are marbled in to their polices, programmes and initiatives. For example we are working with colleagues in Wales to pilot CHaSPI with the Welsh Manufacturers Association Forum and we are working with colleagues in Scotland to hold an event on directors' duties in September.
12. In developing key workstreams within the programme we have worked closely with business representative organisation like CBI and IoD and will continue to engage them in development as we move forward. We will strengthen ties with key Whitehall Departments (eg DTI) and counterparts in Scotland and Wales. We already have secondees from DTI and CBI as part of the programme team.

## **Presentation**

13. The programme aims to present a coherent portfolio of messages geared towards showing businesses that effective health and safety management is an important and key part of effective business management and hence is a benefit and not a burden to them. The communications plan is at annex 5.
14. There is a concern that this programme will be seen as yet another "initiative" and burden on field staff. We believe that identifying and selling the benefits will be an important factor in our success or otherwise, and more fundamentally to help ensure effective delivery we need to marble our work into Fit3 and other strategic programmes.
15. The Business Involvement Programme will be an item for discussion at the HSC public meeting in November.

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

16. As an estimate, the cost of the programme over three years is £5,100,000 plus. For a break down please see pages 8 and 9 of annex 1.

## **Action**

17. The HSC is invited to approve the overall approach and general direction of the work and more specifically, the annexed programme plan for the business involvement programme.

## **Contact**

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