HSC/05/102a

BUSINESS INVOLVEMENT PROGRAMME 2005/6 to 2007/8
THREE-YEAR PROGRAMME DELIVERY
AND PERFORMANCE MANAGEMENT PLAN

Contents

1.   Purpose of this Document

This document sets out an outline plan for three years to 2007/8 to inform decisions on priorities and resources. It is to:

- Review content and alignment of the Business Involvement (BI) Programme with the strategic aims and objectives of the HSE in achieving its PSA targets;
- Assess the level of confidence that, if managed to plan, the BI Programme will achieve its stated objectives and deliver its contribution to the PSA target;
- Inform decisions on the programme priorities and resources through strengthened performance reporting arrangements;
- Provide a validated method of managing, measuring and reporting the performance of the programme.

This document conforms to the principles as laid down in 'Assessment Framework – Guidance for Departments' produced by The Prime Minister's Delivery Unit.

1.1   Background

HSC's *"Strategy for workplace health and safety in Great Britain to 2010 and beyond"* is built on the proposition that to ensure that risks to people's health and safety in the changing workplace are properly controlled HSC/E needs to influence organisations to embrace high standards of health and safety and to persuade them to recognize the social and economic benefits such an approach brings.

The strategy notes,

"We will find ways to demonstrate the moral, business and economic cases for health and safety. Appropriate health and safety management is an integral part of effective business management and, as such, is an enabler and not a hindrance…… We are committed to achieving 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."

The HSC/E's is also committed to achieving the DWP's PSA targets on improving health and safety at work: "By 2008, improve health and safety outcomes in Great Britain through the progressive improvement in the control of risks in the workplace". Progress against this will be measured by four targets, to reduce the:

   - incidence of fatal and major injuries by 3%;

   - incidence of work-related ill health by 6%;

   - number of days lost due to injuries and ill health by 9%; and

   - number of specific major hazard precursor incidents in the major hazard sectors, all by 2008.

In November 2004 the decision was taken to create the Business Involvement (BI) Programme – an "enabling" programme that would support the two strategic delivery programmes and the other enabling programmes.

It was envisaged that the BI Programme would bring together three existing areas of work:

- The development of initiatives, working closely with key stakeholders, aimed at helping **small businesses** to improve their health and safety. The provision of advice

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to HSE colleagues concerning tone and content of "key messages", for example, in guidance to small business;

- Work begun in 2003 to build the evidence base to show the business benefits of well managed health and safety and to develop and publicise key messages to internal and external stakeholders concerning the "**business case**" for good health and safety, and;

- Measures initiated as part of *Revitalising Health and Safety*, published by the Government in June 2000, aimed at promoting greater **corporate responsibility and accountability** for the management of health and safety. The guidance published by HSC in 2001 on directors' responsibilities and on the public reporting of health and safety performance by large organizations were two such measures – another was to raise the profile of health and safety as a key item on the Corporate Social Responsibility agenda. The range of measures were in the main directed at large organisations.

And in so doing exploit the synergies and generate new impetus in our engagement with business, achieved for example through encouraging others to "think small first" and by gripping and directing the approach to large organisations. This will enhance the delivery of:

- Health and Safety benefits;
- Enhanced HSE reputation.

2. Programme Overview

2.1 Desired Outcome

The BI Programme will contribute to all of the strategic programmes, that is, the Fit for Work, Fit for Life, Fit for Tomorrow (FIT3), Major Hazards, Local Authority/HSE Partnership and the Enforcement Programmes. This will require the BI unit to engage these programmes effectively.

The key message underpinning the BI Programme is that it is intended to promote *"Appropriate health and safety management is an integral part of effective business management"* through a range of non-regulatory measures aimed at small, medium and large organisations.

The aim of the BI Programme is to :

- Disseminate good health and safety management practice within and across sectors (see blocks below);

- Ensure key communications are effective, persuasive and proportionate to the businesses and organisations at which they are directed and to engage more effectively with key stakeholders to get across our key messages (see below);

- Build a sound evidence base that will help direct the BI Programme and the work streams within it – identifying the key drivers for achieving behavioural change and measuring the correlation of BI Programme measures and health and safety performance (see below);

- Develop, validate and make accessible to external stakeholders and HSE and LA colleagues web based tools that can be used to promote and raise standards of health and safety across all sectors and sizes of organisation;

- Build and maintain sound and productive relationships with key large organisations, intermediaries and other stakeholders;

- Change attitudes and behaviours within HSE to ensure that the specific needs of business, particularly small business that struggle most with keeping up to date with their responsibilities, are considered in developing guidance, policies and legislation;

- Ensure that the measures being taken forward "fit" with wider agenda including, for example, HSE's Strategic Programmes, Better Regulation, Business.gov and Hampton.

2.2 Outcome Target

RDG has agreed the creation of the new Business Involvement Strategic Enabling Programme to assist and support the objectives underpinning the two Strategic Programmes, and to complement the other enabling programmes. The work of the BI Programme will support the achievement of the 3 PSA targets on health and safety. It is difficult to quantify the extent to which our work will enabled the targets to be reached. But we are working with COSAS to try to establish a model for this.

2.2.1 Final Outcome

- Fit 3/Major Hazards will be better enabled to meet PSA targets;

- There will be evidence of changes in attitude and behaviour amongst directors and managers;

- There will be evidence of a step change within HSE in support of the "Think Small First" agenda;

- More mature relationships and effective partnership working with key stakeholders.

2.2.2   Intermediate Outcomes

- Usage of CHASPI will reach 50 by the end of March 2006;

- Usage of SME indicator will reach 2500 by the end of March 2006;

- Effective tools to change attitudes and behaviours and case studies will be developed;

- Research shows an increase in the number of organisations who publicly report their health and safety performance;

- Research shows an increase in the number of organisations who have someone at board level who is responsible for health and safety;

- More robust relationships developed with LAs to ensure effective and efficient approach to large organisations.

2.3   Justification

In November 2004 the decision was taken to create the Business Involvement (BI) Programme bringing together existing work – **small business**, **business benefits** and **corporate responsibility** – within a single Programme with a sharper and more coherent focus, that is, to promote *"Appropriate health and safety management is an integral part of effective business management"* through a range of measures aimed at small, medium and large organisations.

Many of the measures already in place were primarily aimed at changing attitudes and influencing the behaviour of employers – small, medium and large – evidence based measures seeking to convince employers of all sizes and in all sectors of the benefit of investing resources in putting in place and maintaining effective health and safety management arrangements.

The evidence base concerning the non-regulatory drivers influencing stakeholder behaviour is growing – much of the evidence secured from HSE-sponsored research has been undertaken with the cooperation and support of key stakeholders. We are also slowly but surely building a more complete picture of the impact of our measures on stakeholder behaviour. We are gaining hard and reliable evidence of what works, why and what we need to do to be more persuasive.

It is difficult at this time to quantify the precise correlation between behaviour and attitudes of the target stakeholders that have changed as a result of our measures and the impact of these changes on their health and safety performance. This is a key consideration that we must address in further evidence gathering.

2.4   Change Process and Outcome Performance Measurement

Programme emphasis is on the use of sound evidence, targeted stakeholder engagement, communications campaigns and the development of tools that are aimed at changing behaviour and attitudes, as the main way of promoting health and safety management as an integral part of effective business reducing the incidence of workplace ill health and injury.

The intervention logic model for the programme is attached at Annex 3. However further work is needed on this to establish a mathematical relationship between actions and results.

2.5 Programme Scope and Scale

HSE promotes sensible risk management in order to reduce the incidents of workplace ill health and injury. The Business Involvement Programme builds on the sensible risk management message aiming to change the behaviour of businesses, from the very large to the small and micro sized business, particularly senior managers to engender an environment where they promote positive attitudes and behaviours towards health and safety and take responsibility for making their working environments safe.

This complements the Worker Involvement Programme, and is intended to ensure that the environment at Board level in companies is such that it supports and builds motivation and enthusiasm at all levels of the organisation. This requires close and joined-up working between the programmes to ensure that the opportunities for and likelihood of success in changing attitudes and behaviour are maximised in the most efficient and effective manner.

An important part of the enabling programme's work involves continuing to develop expertise and evidence relating to what works with businesses and using this to change the attitudes and behaviours of others within HSE, where necessary, therefore enabling them to better achieve HSE's targets.

As an enabler, the BI programme is designed to provide support to strategic and operational programmes. It therefore needs to retain sufficient flexibility to take account of any changes in priority within HSE operational/ strategic programmes or from DWP in relation to PSA targets.

2.6 Programme Components

The work of the programme can be divided into three key areas. These three key areas and the key workstreams contained within them are shown below.

To increase large organisations, intermediaries and other stakeholders understanding of business benefits of well-managed health and safety.

2.6.1 Key work streams include:

- Delivery and promotion of further business benefits case studies

- Launch of CHaSPI

- Relaunch of the SME Indicator

To promote greater corporate responsibility and accountability for the management of health and safety amongst business.
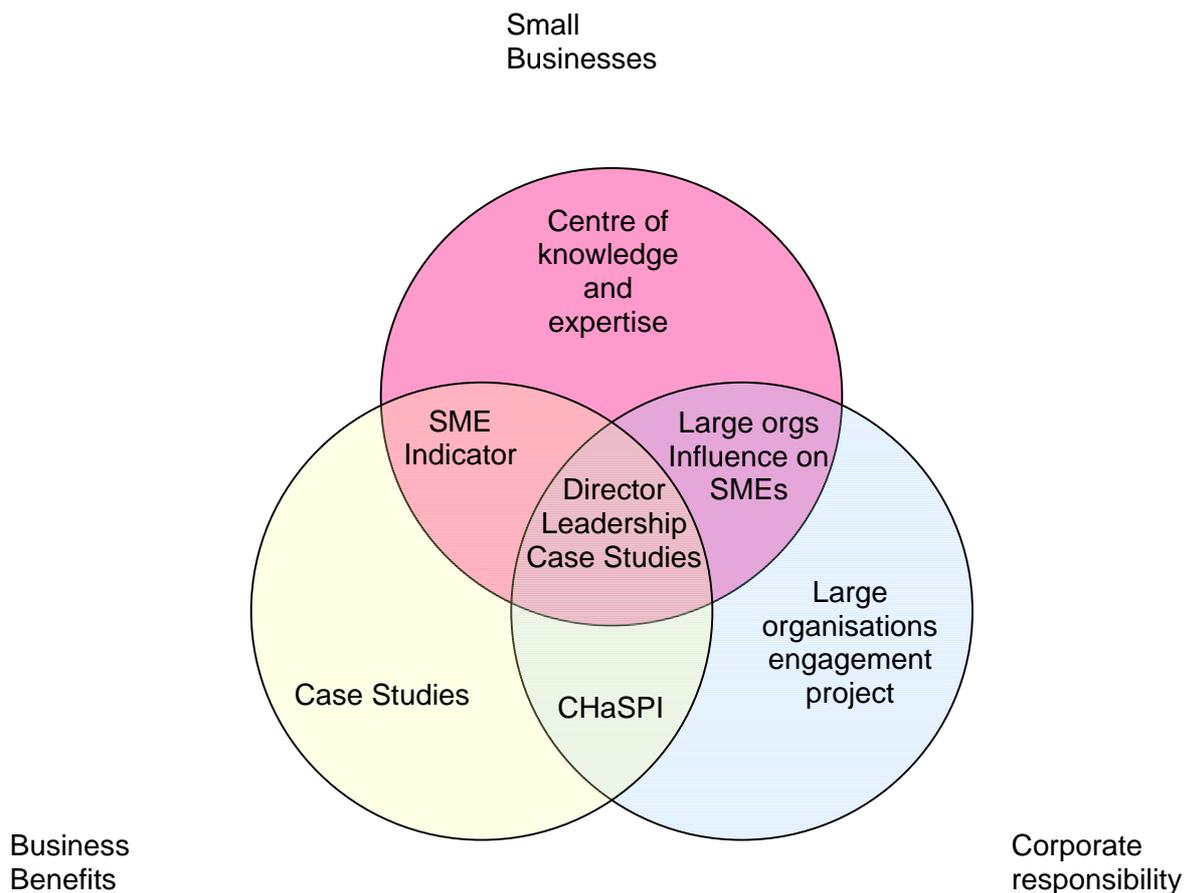
2.6.2 Key work streams include:

- Review of current measures to encourage director leadership;

- Revision of guidance and promotion of Public reporting of health and safety performance;

- Review Management Regulations;

- Large Organisations Partnership Pilot.

To give renewed impetus within HSE to 'Think Small First' and to ensure that the needs of small business are fully reflected in HSE policy, practice, advice and guidance more generally

2.6.3   Key works streams include:

- Development of a centre of knowledge and expertise on small business needs ad issues in relation to health and safety;

- Small business stakeholder/intermediary engagement;

- Development of an Approach for Future work on Small Business issues.

- External Communications with Business.

The diagram below shows how these three main areas of work fit together and recognises the intrinsic overlap of curtain areas such as the SME Indicator work. Because of theses interconnections and cross relevancies the programme will be approached in a very joined up way. This will ensure that pertinent lessons and expertise acquired are being shared between colleagues in the programme.

Small
Businesses

Centre of
knowledge
and
expertise

SME
Indicator

Large orgs
Influence on
SMEs

Director
Leadership
Case Studies

Large
organisations
engagement
project

Case Studies

CHaSPI

Business
Benefits

Corporate
responsibility

3.   Achievability

This section summarises the main factors affecting achievability and makes an overall assessment of the prospects for success.

3.1   Risks

The programme will seek to mitigate or control risks, and report upwards those that cannot be managed by the programme. There is a risk register for generic and workstream specific risks that is maintained and regularly updated. See Annex 4.

The key generic risks to the project centre on the Unit's ability to engage effectively with stakeholders – both within HSE and externally:

- Failing to engage internal stakeholders would prevent us from correctly identifying and prioritising the activities and programmes that the business involvement enabling programme could most effectively support;

- Failing to engage with key external stakeholders would limit the impact that we are able to have on changing attitudes and behaviours within the business community.

In order to mitigate these risks, we are developing a detailed plan for internal and external communications which will include: regular KIT meetings with the FIT3 programmes and other key internal stakeholders; specific events aimed at raising the profile of the BIU within HSE; development and implementation of stakeholder engagement plan.

There are also risks of changing priorities within HSE or imposed upon us by DWP.

3.2   Assumptions

Assumptions will continue to be tested by research, and other evidence gathering and feedback during the programme. The main assumptions relating to how we can affect attitude and behaviours change are recorded in the Intervention Logic Model at Annex 3.

3.3   Dependencies

The success of the programme is largely dependent on the unit's ability to engage effectively with stakeholders across HSE and externally. Particularly in relation to Strategic programmes.

3.4   Resources and total costs of achieving the outcome target

Programme staffing:

Policy and delivery: One Band 1 Programme Manager; two Band 2 workstream managers; four Band 3; three Band 4; one Band 5; one Band 6. The unit is separated into two teams: a large organisations/business benefits team and a small business team.

Total costs:

Staff costs: Programme staff costs amount to about £760,360 in 2005/06. Figures for 2006/07 and 2007/08 need to be worked up but they are likely to be of a similar order.

Research Costs: As an initial estimate £1,185,000 over the three year programme. However this figure requires further consideration

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Communications Costs:	As an initial estimate £1,600, 000 over the three year programme including a business benefits advertising campaign. However this figure requires further consideration
Calls on COSAS	These are currently under consideration.
Calls on CDS:	Sustained activity aimed at changing attitudes and behaviours of managers and directors. This will involve a range of communication tools – development of intranet website and redesign of Internet web pages, publication of research and case studies.
Calls on FOD	These are currently under consideration.
Calls on other Strategic Programmes	These are currently under consideration.

Other resources:

As an enabling programme, Business Involvement is there to support operational teams and the delivery of strategic programmes. It will, therefore, require the involvement of FOD and strategic programme staff these will already be accounted for within other programme plans.

3.5   Overall assessment of prospects for success

The factors that will determine the success of the Programme include:
- The resources devoted to it.
- Whether we are able to influence the attitudes of employers to take on onboard effective sensible risk management.
- The degree to which "thinking small first" becomes embedded in other Strategic Programmes and operational policy.
- The degree to which we are able to influence external stakeholders to change their behaviour.

4.   Governance including reporting arrangements

4.1   Governance

The Deputy Director General, Policy, is the Senior Responsible Officer for the BI Programme.

The joint Heads of the Cross Cutting Interventions Division share the role of BI Programme Director. They will be personally accountable to the Senior Responsible Officer for delivery of the agreed outcomes.

The Head of the Business Involvement Team will be the BI Programme Manager.

A Programme Board will be established, following agreement of the programme plan to support the design and delivery of activities, the management of risks, dependencies and interfaces, and the realisation of benefits.

The BI Programme Director will be personally accountable to the Deputy Director General, Policy, for delivery of the required outcomes and will be required to report quarterly to the Programme Board and RDG on progress against plan both in terms of activities and outcomes.

The measurement matrices contained within this document describe only the outcomes or benefits realisation reporting requirements that have been designed to ensure that the programme stays aligned to achieving outcome targets.

The programme outcomes performance will be reported quarterly to the RDG.

This will allow the RDG to make decisions as to the likely success of the programme and hence deploy resources (both physical and financial) in support of the programme. It will also allow the RDG and the HSE to make decisions as to whether to continue with the programme if the overall contribution to outcome is found unlikely to be met.

4.2   Membership of the BI Programme Board and supporting structures

4.2.1   The members of the BI Programme Board shall comprise:

- The BI Programme Director – Jenny Eastabrook and Elizabeth Hodkinson

- The Senior Responsible Officer – Jonathan Rees

- Regional director of FOD – Phil Scott

- Communications Directorate representative – Shelagh Molloy

- Business Involvement Programme Manager – Jonathan Russell

- HSE Public Sector – Peter Brown

- Institute Of Directors – Geraint Day

- Department of Trade and Industry – David Sampson

- TU Representative – [To be agreed]

4.2.2   The BI team will provide the Secretariat to the BI Programme Board and through the BI Programme Manager be responsible for the day-to-day management of the Programme.

4.2.3   Advice will be drawn from Economists, Social Scientists Units, Worker Involvement Team and others as required