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HEALTH AND SAFETY COMMISSION

Engagement with Key Corporate Stakeholders

A Paper by Colin Douglas
Advisor(s): Stephen Pointer
Cleared by Colin Douglas on 22nd February 2005

Issue

- 1) Arrangements for engagement with key corporate stakeholders.

Timing

- 2) Routine. For discussion at the 8th March Commission meeting.

Recommendation

- 3) Commissioners are invited to:
 - a) Note the corporate stakeholders that have been prioritised for engagement as detailed in **Annex A**; and
 - b) Identify which relationships they would like to contribute to personally.

Background

- 4) The HSC Strategy for Workplace Health and Safety to 2010 and Beyond notes that HSC and the enforcing authorities cannot alone meet our ambitious targets; we must form strong partnerships and work together to improve occupational safety and health.
- 5) Work with corporate stakeholders is not about building relationships for their own sake, but needs to be very definitely focussed on contributing to improvements in safety and health – and meeting our ambitious targets. For example, building alliances with government departments as well as organisations such as the Chartered Institute of Personnel and Development and ACAS is a vital component in delivering the objectives of the Government Setting an Example programme.
- 6) There are many individual examples around HSE of good practice in building and maintaining relationships with our major stakeholders. However, there has been little overarching tracking and coordination of these relationships in the past. This has resulted in duplication of effort with some stakeholders and failure to engage effectively with others.
- 7) Specific success criteria will vary from relationship to relationship. Overall the stakeholder engagement initiative will be successful if closer mutual understanding is

developed and as a result tangible contributions are made to the delivery of the strategic programmes. Equally some stakeholders will be happy with the existing level of contacts, and we should respect that.

- 8) We identified that stakeholder analysis and planning needs to take place at three essential levels:
 - a) Corporate stakeholders - those with a strong relevance to our delivery of the Commission's strategy and targets that have influence across sectors and hazards;
 - b) Strategic programme stakeholders - those stakeholders with strong relevance to delivery of specific strategic programmes, but not included as Corporate Stakeholders; and
 - c) Geographic stakeholders - those stakeholders who have a strong relevance to delivery of the strategy and targets that are based in a particular area of Britain – particularly where devolution has occurred.
- 9) This paper concentrates on the first level: corporate stakeholders. Support in the form of a stakeholder toolkit has been provided for strategic programmes and the regions to prioritise and plan engagement with the other stakeholders. COI has also been brought in to help with stakeholder engagement for some of the strategic programmes, notably the Local Authority and Construction programmes.

Argument

- 10) Research has been carried out with Central Office of Information Strategic Consultancy (COI) to map and prioritise our corporate stakeholders. The research included:
 - a) Interviews with senior staff in HSE, as well as a number of Commissioners; and
 - b) Interviews with 50 senior representatives of major stakeholder organisations.
- 11) The findings were then mapped on to the prioritisation matrix at **Annex B**. The 29 stakeholders identified for “involvement” or “partnering” have then formed the key corporate stakeholders set out in **Annex A**. This does not imply that other stakeholders will be ignored, they will continue to be consulted and informed. However we need to focus our resources towards those stakeholders with whom we can achieve the most.
- 12) Commissioners are also invited to indicate with which stakeholders they would personally like to be involved. We are happy to share individual draft plans with commissioners if that would be helpful.

Consultation

- 13) This paper has been informed by a good deal of consultation, including:
 - a) Feedback from the HSE Board;
 - b) One-to-one meetings with Lead Contacts;
 - c) Meetings with FOD regional stakeholder managers;
 - d) Discussion of costs with PEFD.

Presentation

- 14) The approach will work only if HSE staff are aware of the arrangements and are convinced of their value. Internal communication is planned to start in late March, using a range of channels to get the message to staff. Internal communication plans are briefly outlined in para 14 above. A further push will be required when the COIN Intermediaries and Stakeholders module is launched.
- 15) Our stakeholders – both those named in Annex A, and others – will be interested in the contents of this paper. We will need to be clear in explaining that stakeholders not included in the list of key corporate stakeholders will not be ignored, we will continue to communicate with them and to refine our approaches to make this more effective. However we need to put specific efforts into developing a few key relationships.

Costs and benefits

- 16) Improved engagement with stakeholder on a prioritised basis has the potential to have a significantly positive effect on both partnerships and communication. The planning template specifically requires objectives to be linked to our top level targets and strategy for improving safety and health. The costs to stakeholders are estimated to be neutral overall, the costs to HSE are estimated in paras 19 and 20 below.

Financial implications for HSE

- 17) HSE has traditionally interacted with a large number of stakeholders on national, regional and sectoral basis; however until the introduction of the stakeholder module of COIN there is no means of tracking this activity for the whole organisation. Extrapolating from the time recorded by FOD on broadly similar activity suggests that of the order of 3% of total staff time may currently be spent on stakeholder engagement of one sort or another. On average staff costing, this would amount to £4.5million, though this should be viewed as nothing more than a very general indication of cost.
- 18) The COI corporate stakeholder research, including assistance in the development of individual plans amounts to £100,000. The average costing for coordination planning, coordination and senior level contact with corporate stakeholders (5 days Lead Contact and 3 days Senior Champion per year, per stakeholder) amounts to approximately £65,000 in total. This is an ongoing commitment.

Environmental implications

- 19) None identified.

Other Implications

- 20) A number of issues have been addressed in the planning:
- a) The inclusion of “Geographic Stakeholders” is intended to specifically allow for regional differences, particularly where devolution has taken place.
 - b) Communications Directorate and COI have been working with the Local Authority Strategic Programme to assist them in developing their approach to stakeholders through the partnership.

- c) We plan to offer further assistance to those working on policy for small and large firms policy, as soon as the new staff are in post.
- d) Finally, we know that representation of those from ethnic minorities varies greatly between stakeholders. Initially local plans for ethnic minority engagement will run alongside the stakeholder work, we hope to be able to merge the two following a communications diversity review to be carried out in the second half of the 2005/6 work year.

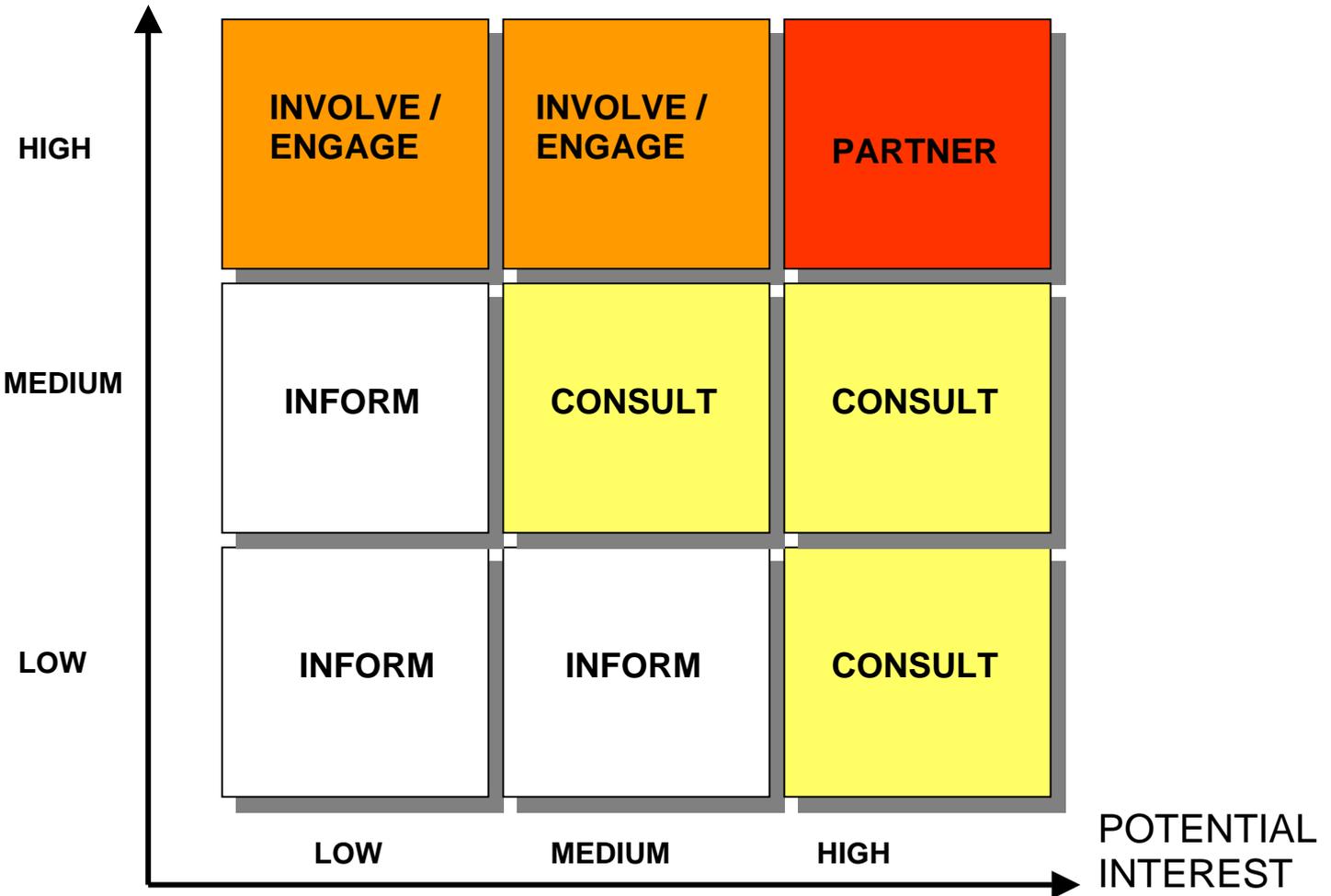
Action

21) Commissioners are invited to:

- a) Note the corporate stakeholders that have been prioritised for engagement as detailed in **Annex A**;
- b) Identify which relationships you would like to contribute to personally; and



**POTENTIAL
INFLUENCE**



The Axes

The model uses two axes to segment stakeholders, power and interest.

Power represents the potential influence that a stakeholder can have upon our ability to meet our top-line targets, working within our existing strategy.

Interest reflects the stakeholder's interest in pursuing our agenda and our strategy. It is again a subjective measure.

The segments

All of the organisations identified as key corporate stakeholders fall into the top three segments – involve / engage and partner.