

STRATEGY FAILURE

<p>3. Failure to deliver on strategy. (Covers a number of factors such as failure to pick up changing elements in the external operating environment, failure to put in place – or utilize – effective systems to monitor progress against strategic objectives and lack of clear accountability for strategy delivery. Reasons for such failure would be lack of commitment of resources (cross refer to risk 19) to back the strategy; lack of understanding of what would constitute measurable outcomes; failure to access information which would show delivery weaknesses.)</p>	<p>High</p>	<p>Increasing</p>	<p>Loss of opportunity to secure health and safety improvements; reputational damage to organisation from failure to deliver. <i>(Medium)</i></p>	<ul style="list-style-type: none"> • Revitalising work in FOD is monitored to ensure delivery
<p>4. Failure to demonstrate that strategy delivers health and safety benefits. (implies failure of systems to monitor and evaluate outcomes, including having data to hand to know how the strategy is progressing, and failure to carry conviction with the stakeholder community as to what our strategy is achieving. Failure with stakeholders could arise from a failure to understand and gain evidence of what alters behaviour of key stakeholders; or perception on their part that our strategy does not fit coherently with their business needs.)</p>	<p>High</p>	<p>Increasing</p>	<p>Damage to credibility of organisation; loss of stakeholder confidence <i>(High)</i></p>	<ul style="list-style-type: none"> • Evaluation Committee ensures best strategy in place for the future

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<p>5. Failure to anticipate challenges to strategy (This category covers risks such as failure to identify the likelihood that health risks will occupy as great a part of our forward agenda as safety/major hazard risks do at present. This heading could also cover the risk that we fail to spot gaps/overlaps in our regulatory coverage and fail to work to correct them. These risks arise if our strategic capability is not sufficient to assess, and gather evidence of trends in the workplace and the wider economy which might call our strategy in question; or political trends which (for example) move the agenda away from regulation towards other, softer intervention mechanisms.)</p>	<p>Medium</p>	<p>Increasing</p>	<p>Relevance of organisation's strategic objectives would be questioned: doubt cast on usefulness of strategic foresight capacity <i>(High)</i></p>	