

Meeting Date:	7 May 2003	Open Gov. Status:	Open
Type of Paper:	For discussion	Paper File Ref:	
Exemptions:	No		

HEALTH AND SAFETY EXECUTIVE

The HSE Board

THE CHANGE PROGRAMME APRIL WORK WITH THE STAR ALLIANCE

A Paper by

Peter Graham

Issue

1. Developments on the Change Programme in April and especially work with the Star Alliance. Plus progress report on Value Workshop programme.

Timing

2. For discussion at 7 May Board.

Recommendation

3. That the Board note the developing work set out in this paper and they endorse the general direction of that work.

Background

4. The contract with the Star Alliance will provide joined up consultancy support to change activity across HSE. One aim in awarding the contract to the Star Alliance was to

accelerate change activity over the next 9 months. We reported to the Board at its meeting on 2 April on the inaugural meeting between the Change Programme Board (Timothy, Kate, Justin and Vivienne) and the Star Alliance (and subsequently circulated the note of that meeting). The Steering Panel, overseeing this work, meets on 6 May. This paper reports on the main issues to be discussed at that Panel meeting; further information and updating will be given at the Board; and the Board will have the opportunity to discuss developments and to give its own steer before decisions are finalised. The paper also reports on work on benefit management for the Change Programme.

5. **Accelerated Change activity:** My minute to Board members of 8 April and my e-mail of 28 April informed you of this developing work and sought comments on the evolving approach. What has become clear as we look at an accelerated programme of support is that we need to see the change projects and associated work in the broader context of those activities across HSE which are helping us to achieve our key change objectives. The table at Annex A sets out our analysis to date and seeks to identify those areas where the Star Alliance is already engaged in supporting our work and also those areas where it might be involved. This table will be discussed at the Steering Panel on 6 May and the outcome will be presented to the Board for their consideration on 7 May.
6. **Leadership:** The improvement of leadership skills in HSE has been identified for some time as an important element of driving through any change. This was reinforced by the discussion at the recent SCS Conference at Hinkley. We are therefore developing with the Star Alliance a programme of support for SCS members on leadership as a key element of an accelerated programme of support for change.
7. The analysis underpinning this programme takes into account the conclusions from the syndicate sessions at the Hinkley Conference as well as the SCS 360 degree feedback conclusions for the HSE SCS from 2001 and the leadership findings in the last (2002) staff survey. The package under consideration comprises a set of themed workshops (SCS members to decide which to attend in consultation with their line manager); these will be followed up by personal coaching. The aim is very much to focus on developing skills in the context of individual's actual work, on one to one support on putting skills learnt into practice and it will also offer the option of buddying which some at Hinkley thought would be welcome and supportive.
8. **Communications:** The work in April on Communications has been primarily directed at the development of a framework for a high level communications strategy. The conclusion at this stage of the work is that there are (or should be) three essential components in our high level Communication Strategy:
 - “Augmentation”: Building on and getting leverage out of the ongoing work of HSE (eg prosecutions, enforcement initiatives etc) – but managed strategically and linked to our clear priorities.
 - “Stand alone”: ie specific initiatives, again strategically planned and targeted.
 - “Through others”: Working through a wide range of groups of people who can influence health and safety – starting with our own staff and with local authority

inspectors. Again, strategically managed.

The Star Alliance see strong linkages to our developing work on leadership – both in terms of HSC/E exercising visible leadership in promoting the “right” health and safety messages, and in relation to leading colleagues across HSE in a more strategic approach to communications. And there are also clear links to the work on the HSC/E strategy.

9. Behavioural Workshops

10. Provisional windows in the calendar or confirmed dates are set for Corporate Topic Groups, FOD Midlands, COSAS, FOD NW, FOD Wales, FOD HQ, HID, FOD Scotland, NSD and Policy Group. Other D/Ds are thinking about groupings of their staff and linkages with existing business themes. This may mean running a few more events than estimated. Venue costs are coming in under-estimate.
11. Most D/Ds - except Solicitors who have asked to work with Policy Group (legal drafting team) and HMRI (litigation) - are running Directorate or Divisional-specific events to ensure that work-related issues they take into the model are as relevant as possible to the staff attending and their business needs. Although not planned as part of the programme, the change team and consultants are now offering pre-briefing sessions to senior managers to help prepare potential issues for their programme.
12. On top of their usual jobs, staff in D/Ds organising the events are handling some difficult logistical issues and changes of plans with great forbearance and good humour. The change team are supporting local organisers, offering to identify venues and handling all booking agreements.
13. Over 100 staff have applied to be facilitators for this programme or to support HSE in this kind of work in the future. This is a tremendous response. Not everyone can be trained or deployed immediately. The aim is to offer alternative roles, for example, in running some focus groups with staff on current levels of awareness of values and behaviours to feed in to the evaluation. The aim remains to gradually shift the balance of facilitation from consultants to HSE staff except for the senior management event.
14. Monitoring and evaluation of the programme will include consulting senior management teams at 3 - 6 months after their events to gauge the impact and sustainability of changes.
15. **Benefits Management:** An essential element of Programme management is that of benefits management or benefits realisation; in other words, ensuring that the essential benefits expected from projects and from the programme overall are not lost sight of, are monitored and measured etc. In a programme such as the Change Programme

which is perhaps more mixed and variable than say a major IT programme, one of the challenges is to get the balance of activity on benefits management right (ie proportionate).

16. A workshop on benefits management was held in HSE Birmingham's office on 30 April, bringing together virtually all the project managers involved in the Change Programme together with BEU, PEFD and Refit. The workshop explored the value of benefits management as a tool for demonstrating added value and for promoting greater accountability and transparency within the Change Programme.

17. Issues identified by the workshop to an extent echoed some of those that have emerged from the work on an accelerated programme of work on change. These include the need for a better strategic map to show the linkages between the change projects and other related work that contributes to the objectives of the Change Programme, and the need to ensure that the effort put into measurement and data collection was proportionate. Work will be taken forward on revising benefit management plans in the light of the workshop.

18. Costs and Benefits

19. The costs of the Star Alliance work will be met from the Change Programme budget.

20. Action

21. For the Board to discuss.

2 May 2003