

HSE CHANGE PROGRAMME 9 MONTH OBJECTIVES – Work in progress 30 April 2003

| PRIORITY OBJECTIVES (These need to be more specific and challenging) | ACTIVITIES (existing Star Alliance projects/input shown in heavy shade, potential role in light shade) | TIMESCALE | ACHIEVEMENTS BY DECEMBER | MEASURES OF ACHIEVEMENT/TARGETS |
|---|---|--|--|--|
| All staff understand HSE's Vision, Mission, Aims and Values by December 2003 | 'New manifesto' team briefing. | April 2003 May–Nov 2003 | All staff briefed and engaged in thinking through what Vision, Mission, Aims and Values mean for them, their work and their teams. | Feedback from team briefing. Feedback from Values Workshops |
| | Values Workshops for all staff. | | | |
| | Core policy – new ways of working | | | |
| | Operational policy – sectors | | | |
| All staff understand how they contribute to the realisation of the vision, mission, aims and values, reflected in ways of working by Dec 2003 | Values Workshops for all staff | May–Nov 2003 for Workshops. PWPs/PRPs to be completed by March 2004. | As above and possible sample audit of PWPs/ PRPs and safety. Directorate and team operating plans which clearly reflect Vision, Mission, Aims etc. | Staff Survey questions Audit of PWPs/PRPs. Fit of plans with strategy. Recognition by stakeholders that HSE more focussed. |
| | Plus guidance to staff on translating into Personal Work Plans (or for SCS Personal Responsibility Plans). | | | |
| Board and top leadership demonstrate stronger leadership in behaviour and m'ment by Dec 2003 | Coaching/mentoring. | Ongoing but accelerated effort May–Oct. | E.G. Top 55 managers have more focused personal development plans | Staff feedback on leadership behaviours |
| | Other leadership training. | | | |
| We more effectively marshal and apply intelligence. | Work of SID in particular. | [Need to identify what support etc to SID/COSAS and when]. | Clear statement of intelligence priorities. Better use of intranet. Knowledge sharing | Improved use of intelligence both strategically (eg re Strategic Plan) and tactically (eg in support of operational work). |
| | But also COSAS on S&T | | | |
| | Ark | | | |
| | SID - Stats programme | | | |
| HSE's strategic priorities are agreed and reflected in all plans by Dec 2003 | Ongoing regular contacts between SID and Policy Group. | May–Dec | Strategic Plans, Operating Plans have clear strategic priorities. Provision made for linking PWPs and PDPs to priorities | Resources allocated behind priorities. Visibly not doing non-priority work. |
| | Work within Policy Group, Operations etc to determine detailed priorities. | | | |
| | Compiling strategic plan and operating plans. | | | |
| We better engage external stakeholders to influence health and safety outcomes | Communications Project. | April–June/July 2003. | Acceptance that "health and safety is cornerstone". Increase in businesses placing health and | Feedback from National Account Management project. |
| | Regional directors | | | |

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| and safety outcomes | Action implementing project. | July 2003 onwards. | in businesses placing health and safety high on corporate agenda. | |
| HSE drives a positive shift in its profile and reputation ... | Communications Project. Action implementing project. | April-June/July | Strategies for external and internal communication. "New structures for delivery". | Clarity of messages. Countering negative messages. Views of Ministers. Recognised Champion of Health and Safety. |
| SECONDARY OBJECTIVES | | | | |
| A framework for programme and project working is in place and operational. | Work of Programme and Project capability in SID. Training staff in programme and project working. Supporting Directors in moving to making programme and project working a reality. | To be set | Agreed frameworks to steer use of programmes and projects. Core of trained programme and project staff. | Development of key programmes for HSE's work. |
| We better deploy internal expertise and resource to obtain value for money. | Corporate Service Review Developing work of CTGs. Operational policy – London/NW pilots COIN Career development The prosecution improvement project Resource allocation | | Streamlined internal services releasing resources for core business. Improving S&T contribution to HSE work. | % of CTG work delivering parts of Strategic Priorities. |
| We join up policy and operational experience and effort. | Joint work between OPD and CEPS (Core Expertise, Policy and Support). Other specific activity as identified. SID- PSA delivery | | Shared objectives, agreed joint working. Increased focus on work which improves health and safety. | Novel working, quicker outcomes. |
| Ensure policies and programmes of work are forward looking, based on sound evidence and their impact is evaluated. | Effective horizon scanning | | Sound decision taking. Evaluation studies. | DG, HSC, Ministers content with scope and quality of evidence and analysis supporting policy recomms. Scope and quality of impact evaluation. |