

Health and Safety Executive Board Paper		HSE/04/029	
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## HEALTH AND SAFETY EXECUTIVE

### The HSE Board

### Engagement with key stakeholders

#### A Paper by Steve Pointer

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Cleared by Colin Douglas on 24<sup>th</sup> May 2004

#### Issue

- 1) Initial identification and prioritisation of key stakeholders to inform research and develop engagement

#### Timing

- 2) Routine. For discussion at the 2<sup>nd</sup> June meeting.

#### Recommendation

- 3) That the Board:
  - a) Note the outline approach to stakeholder prioritisation and engagement identified in paragraphs 6 to 9; and
  - b) Discuss and Comment upon the key stakeholders proposed in annex A, particularly in terms of:
    - i) Any omissions or incorrect inclusions in the list;
    - ii) The current closeness of relationships with the stakeholders listed; and
    - iii) The relative importance of the key stakeholders to HSE's corporate strategy and revitalising targets.

#### Background

- 4) The Board agreed the communications strategy (HSE/04/016) at its meeting on 4<sup>th</sup> February 2004. The paper identified the five key audiences for the 2004/5 work year, including national government and key stakeholders / opinion leaders. Since that paper the stakeholder engagement posts in Communications Directorate have been filled and work commenced.
- 5) Internal consultation suggests 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 prioritisation, coordination and tracking of these relationships. This results in duplication of efforts with some stakeholders and a

failure to engage with others. There is a natural tendency to maintain the status quo in terms of both which stakeholders we engage with and the closeness of the relationships. This needs to be re-examined to ensure our priorities fit with the new HSC strategy.

## **Argument**

- 6) We need to both prioritise our external stakeholders and introduce mechanisms to ensure that relationships are consistently managed. They should be sorted into 3 basic groupings, in ascending order of priority as outlined below.
- 7) Firstly, stakeholders of importance to specific industry sectors, localities and risks, but who are not individually of high importance to our overall corporate strategy and targets. These should be prioritised and managed by the relevant division. Communications Directorate will produce a toolkit to assist colleagues in this work.
- 8) Secondly, key stakeholders of high importance to our ability to implement our corporate strategy and achieve revitalising targets. Relationships with key stakeholders should be managed by a lead contact in the most relevant part of HSE, with overarching coordination by Communications Directorate.
- 9) Thirdly, a few - perhaps 10 - key stakeholders of very high importance, but with whom we do not currently have good working relationships. We should aim to increase our efforts to make a step change in our relationships over the coming year.
- 10) Board members' views are sought to help identify and prioritise key stakeholders, prior to the results being passed for some rapid external research aimed at providing an independent view. With the help of internal consultation we have identified the list of key stakeholders and key stakeholder groups detailed in Annex A. Board members are invited to comment upon the content of the list, the current closeness of relationships and the relative importance of the key stakeholders to our corporate strategy and revitalising targets.

## **Consultation**

- 11) Annex A is the result of a good deal of internal consultation. Identification and mapping of key stakeholders began at the SCS conference in March. From these initial views, we developed a map of key stakeholders, this was circulated to communications partners and various staff, generally at band 2 level, from around the organisation. All directorates were included. This exercise has produced prompt concise and helpful feedback for which we are very grateful.

## **Presentation**

- 12) Our stakeholders will no doubt be very interested in how we view them, and whether they are included on the list of key stakeholders. Once the immediate research has been completed, this should form the basis for discussions with key stakeholders to discharge the action in the strategy implementation programme to map the health and safety system. Until that time proactive presentation is not planned.

## **Costs and Benefits**

13) Improved engagement with stakeholders on a prioritised basis has the potential to have a significantly positive effect on both partnership and communication. The costs to stakeholders is estimated to be neutral.

## **Financial/Resource Implications for HSE**

14) The research is covered in the budget for the corporate research programme.

## **Environmental Implications**

15) No specific implications identified.

## **Other Implications**

16) The analysis and internal consultation has specifically addressed aspects of devolution. Consideration has also been given identifying any social groups who may be excluded from the key stakeholders identified. Further consideration will be given to this in the overall research project. Specific research on communication with people from ethnic minorities is also planned.

## **Action**

- 17) That the Board:
- a) Note the outline approach to stakeholder prioritisation and engagement identified in paragraphs 6 to 9; and
  - b) Discuss and Comment upon the key stakeholders proposed in annex A, particularly in terms of:
    - i) Any omissions or incorrect inclusions in the list;
    - ii) The current closeness of relationships with the stakeholders listed; and
    - iii) The relative importance of the key stakeholders to HSE's corporate strategy and revitalising targets.

### **Campaigning Organisations**

- Centre for Corporate Accountability
- Refugee Council
- Simon Jones Campaign

### **Central government**

- Cabinet Office
- Customs and Excise
- Department for Culture, Media and Sport (DCMS)
- Department for Environment, Food and Rural Affairs DEFRA
- Department for Constitutional Affairs
- Department of Trade and Industry (dti)
- Department for Transport (DfT)
- Department of Health (DoH)
- Department for Work and Pensions (DWP)
- Home Office
- Ministry of Defence
- Minister for Europe
- No. 10
- Office of the Deputy Prime Minister (ODPM)
- Treasury

### **Cross-sector Business Organisations**

- British Chambers of Commerce (including Business Links)
- CBI
- Federation of Small Businesses
- Institute of Directors

### **Devolved, Regional & Local Government**

- Association of Local Authority Risk Managers
- Convention of Scottish Local Authorities
- Development Agencies
- Employer's Organisation for Local Authorities
- Greater London Authority
- Health Scotland
- Local Authorities Coordinators of Regulatory Services (LACORS)
- LGA
- Scottish Environment Protection Agency
- Scottish Executive
- Welsh Assembly

### **Health and Safety Organisations**

- British Safety Council
- British Safety Industry Federation
- Chartered Institute of Environmental Health
- Ergonomics Society
- International Institute of Risk and Safety Management

- Institute of Occupational Safety and Health
- Professional Organisations in Occupational Health
- Royal Environmental Health Institute for Scotland
- Royal Society for the Prevention of Accidents
- Safety Assessment Federation

### **International Organisations**

- Dublin Foundation
- European Agency for Occupational Safety and Health
- European Commission
- Radiological Protection Institute for Ireland

### **Major Investors / Insurers**

- Association of British Insurers
- Investment Management Association
- Lloyds of London
- Pensions Management Institute
- UK Social Investment Forum

### **Media**

- Key trade and business media
- National press and broadcast media
- Health and safety press
- Regional media

### **Non-Departmental Public Bodies**

- Arbitration and Conciliation Advisory Service
- Better Regulation Task Force BRTF
- Disability Rights Commission
- Environment Agency
- Food Standards Agency (FSA)
- Healthcare Commission
- Learning Skills Council
- National Audit Office (NAO)
- National Radiological Protection Board (NRPB)
- Office of Government Commerce
- Office for Civil Nuclear Security
- Rail Accident Investigation Branch (RAIB)
- Strategic Rail Authority (SRA)

### **Organisation with influence in the supply chain**

- Big Supermarkets etc

### **Political Organisations / Individuals**

- All Party Parliamentary Group on Occupational Health and Safety
- Health Select Committee
- Political parties
- Public Accounts Committee

- Special Advisers
- Think Tanks
- Transport Select Committee
- Work and Pensions Select Committee

### **Professional Institutions**

- Association of Personal Injury Lawyers
- General Medical Council
- Society of Occupational Medicine

### **Sector-specific organisations**

- Rail Safety Standards Board
- Chemicals Industry Federation
- Construction Industry Council
- Construction Confederation
- Engineering Employers Federation
- Food and Drink Federation
- Food Manufacturing Health and Safety Forum
- Petroleum Industry Association
- Construction Strategic Forum
- Construction Industry Training Board / Construction Skills Certification Scheme
- NHS Trust Federation
- LANTRA
- Council for Registered Gas Installers (CORGI)

### **Worker representative organisations**

- British Medical Association
- Major Trades Unions
- Royal College of Nursing
- Scottish Trades Union Congress
- Trades Union Congress