

Health and Safety Executive Board Paper		HSE/04/038	
Meeting Date:	25 th August 2004	Open Gov. Status:	Partly open (annexes A, C and D)
Type of Paper:	Above the line	Paper File Ref:	
Exemptions:			

HEALTH AND SAFETY EXECUTIVE

The HSE Board

Stakeholder Engagement Plan

A Paper by Steve Pointer

Advisor(s): Dawn Blair

Cleared by Colin Douglas on 18th August 2004

Issue

- 1) Proposals for the identification, prioritisation and planning of engagement with HSE's stakeholders.

Timing

- 2) Routine. For discussion at the 25th August Board meeting.

Recommendation

- 3) That the Board:
 - a) agrees the actions at paragraphs 9-15;
 - b) agrees the outline plans for 7 key stakeholders in **Annex C**; and
 - c) comments on the suggested lead contacts for corporate stakeholders in **Annex D**.

Background

- 4) 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.

- 5) The Board agreed the communications strategy (HSE/04/016) at its meeting on 4th February 2004, this directly addressed the four themes of the HSC strategy to 2010. The paper identified the five key audiences for the 2004/5 work year, including national government and key stakeholders / opinion leaders.
- 6) The Board considered an initial paper on stakeholder engagement at its 2nd June meeting (B/04/029). That paper indicated a broad approach to stakeholder segmentation, prioritisation and engagement, building upon the communications strategy. It also contained a first-cut prioritisation of corporate stakeholders to which Board members were invited to contribute. This prioritisation was intended to give some early indications as to where resources should be concentrated as well as informing external stakeholder research. A good deal of helpful feedback on prioritisation was received from Board members and the map has been updated accordingly (**Annex A**).

Argument

- 7) Since the 2nd June Board meeting a good deal of progress has been made on planning and developing an infrastructure for stakeholder engagement. There were delays in agreeing the stakeholder research needed to prioritise corporate stakeholders and identify models for engagement. The issues have now been resolved and research is expected to commence in September with results coming in January 2005. This paper therefore proposes establishing an infrastructure for coordinating stakeholder engagement whilst leaving flexibility for research findings to be fed in early in 2005. A timeline is included at **Annex E**. In the interim existing commitments should be honoured and contacts continued, though new initiatives and engagement should not be started.
- 8) It is important that some momentum and coordination is continued if we are to ensure effective support for the stakeholder engagement requirements of the Strategy – in particular the commitment around building partnerships and communicating the vision. It is also important to avoid enthusiastic staff around HSE pushing forward in an uncoordinated manner with their own stakeholder work, resulting in still greater duplication of effort. The key features of the plan for agreement are identified in the paragraphs below.
- 9) The approach is based on segmentation and prioritisation of stakeholders, we cannot hope to extend true partnership to all potential stakeholder organisations without diverting very extensive resources away from other activities. But in prioritising we should not simply ignore all organisations that we decide not to partner. Instead, as shown in **Annex B** we should segment stakeholders using two dimensions: their potential power and influence; and their current interest in our agenda. On the basis of this segmentation we can then prioritise stakeholders for: partnership, involvement, consultation or information. Partnership and, to a lesser extent involvement, are resource-intensive and so fewer stakeholders can be included in these segments than the other two, as illustrated by the relative size of the segments.
- 10) Seven vital but previously undervalued stakeholder groups Those stakeholder groups that fall in the bottom right quadrant of the map at annex A should be of particularly urgent interest to HSE. Through consultation with colleagues and public affairs advisers, we have identified 7 groups for whom there is sufficient intelligence for us to

commence engagement now. The 7 groups, suggested, lead contacts and those likely to be significantly involved in engagement are identified, together with outlines of engagement plans in **Annex C**. We propose to work with these contacts and our public affairs advisers to draw up detailed engagement plans and begin implementation without further delay.

- 11) Other Corporate stakeholders Unfortunately, without the research findings we are not confident we have sufficient knowledge to support major changes in engagement with many of the other 117 stakeholder groups on the map. Therefore we propose waiting for the research findings before making new moves on engagement. In the meantime we can make some preparations such as identifying lead contacts for each stakeholder. **Annex D** contains a list of the stakeholder groups and the suggested lead contact in HSE, identified through internal consultation. Lead contacts will be responsible for coordinating interaction with their stakeholder(s). Board members are asked to agree or suggest revisions to this list. We should also continue with existing contacts and commitments until the research findings are available and plans can be made; a sudden break in relationships now would be highly damaging to future relationships.
- 12) Strategic Programme stakeholders There are many stakeholders of importance to particular industry sectors, hazards or intervention approaches. Some, such as the Sectors of major hazards, will have several sets of discreet stakeholders. We cannot realistically hope to carry out detailed research on all of these stakeholders in the short to medium term. We propose that, with support from Communications Directorate, the strategic programmes should each identify, prioritise and plan engagement with their stakeholders. This should form part of the Strategic Programme planning process. It is recognised that we will need to manage crossover with the corporate stakeholder groups identified in paragraphs 9 and 10 above. Communications Directorate will provide a toolkit to assist this activity, based around the matrix in **Annex B** and will share stakeholder lists between programmes and regions to help identify duplications.
- 13) In the future it may prove necessary to commission research on specific high profile groups of stakeholders - for example the constructions sub-programme have indicated they require research to support them in targetting their communication. Meanwhile research has been independently commissioned by the LA strategic programme to establish a baseline for effective sources of information and influence for LAs.
- 14) Geographic stakeholders. Scotland, Wales and the regions play a vital part in implementing the stakeholder plans, for example leading engagement with individual Development Agencies. There are also likely to be some stakeholders of high value to HSE that are unique to their particular locality, particularly where a degree of devolution has taken place. FOD operational divisions should lead on identifying, segmenting, prioritising and planning engagement using the toolkit indicated in paragraph 12 above. They should avoid revisiting stakeholders considered by the corporate or programme analyses.
- 15) Managing stakeholder intelligence A strong degree of coordination is required if stakeholder engagement is to be effective and duplication of effort is to be minimised. The intermediary / stakeholder area of COIN should be used to capture, record and share intelligence on contacts with stakeholders. Plans to give read and write access

to all HSE staff provide an invaluable opportunity to coordinate our stakeholder activity between directorates. The COIN team is planning to include fields identifying the priority and type of stakeholder; we will work with them to ensure stakeholder plans and the software are aligned.

Consultation

16) We have consulted with a wide range of internal stakeholders, including: Communications partners, PEFD, representatives of programme managers, directorate/divisional stakeholder managers, the COIN team, SID. In addition the content has been discussed in detail with our public affairs advisers, A.S. Biss & Co, and researchers at COI Strategic Consultancy.

Presentation

17) This paper and the annexed plans are important documents in clarifying for staff, particularly those involved in stakeholder work, our approach.

Costs and Benefits

18) Improved engagement with stakeholders on a prioritised basis has the potential to have a significantly positive effect on both partnerships and communication. The costs to stakeholders are estimated to be neutral overall, the costs to HSE are estimated in paras 19 to 21 below.

Financial/Resource Implications for HSE

Analysis and planning

19) Views received during consultation differed, some indicating that the planning proposed would require increased resource, others that it represents current good practice and would not increase workload. Time spent can be varied enormously, but a broad estimate suggests that the combined Strategic programmes should allow a total of 125 days at an average B3 level and 10 days at Band 0 for analysis and planning. The combined regions should allow a total of 50 days at band 2 and 3.5 days at band 0. This amounts to a total cost of around £80,000. The main stakeholder research by COI is costed at £99,040. A significantly reduced cost would be required in future years for review and amendment.

Engagement Activity

20) The intention is to better allocate existing resources rather than making a significant change. The model at annex B allows prioritisation to be adjusted according to resource available. The current nature of stakeholder engagement across HSE means that we do not have a picture of how much resource is currently expended upon stakeholder engagement planning and activities. The measures proposed in this paper, particularly in para 15, would go a long way to addressing this gap.

21) Extrapolating from time recorded by FOD on broadly similar activities suggests that of the order of 3% of staff time may currently be spent on stakeholder engagement; on average staff costing from 2003-4 this amounts to £4.5 million. This should be viewed as nothing more than a very general indication of cost.

Environmental Implications

22) None identified

Other Implications

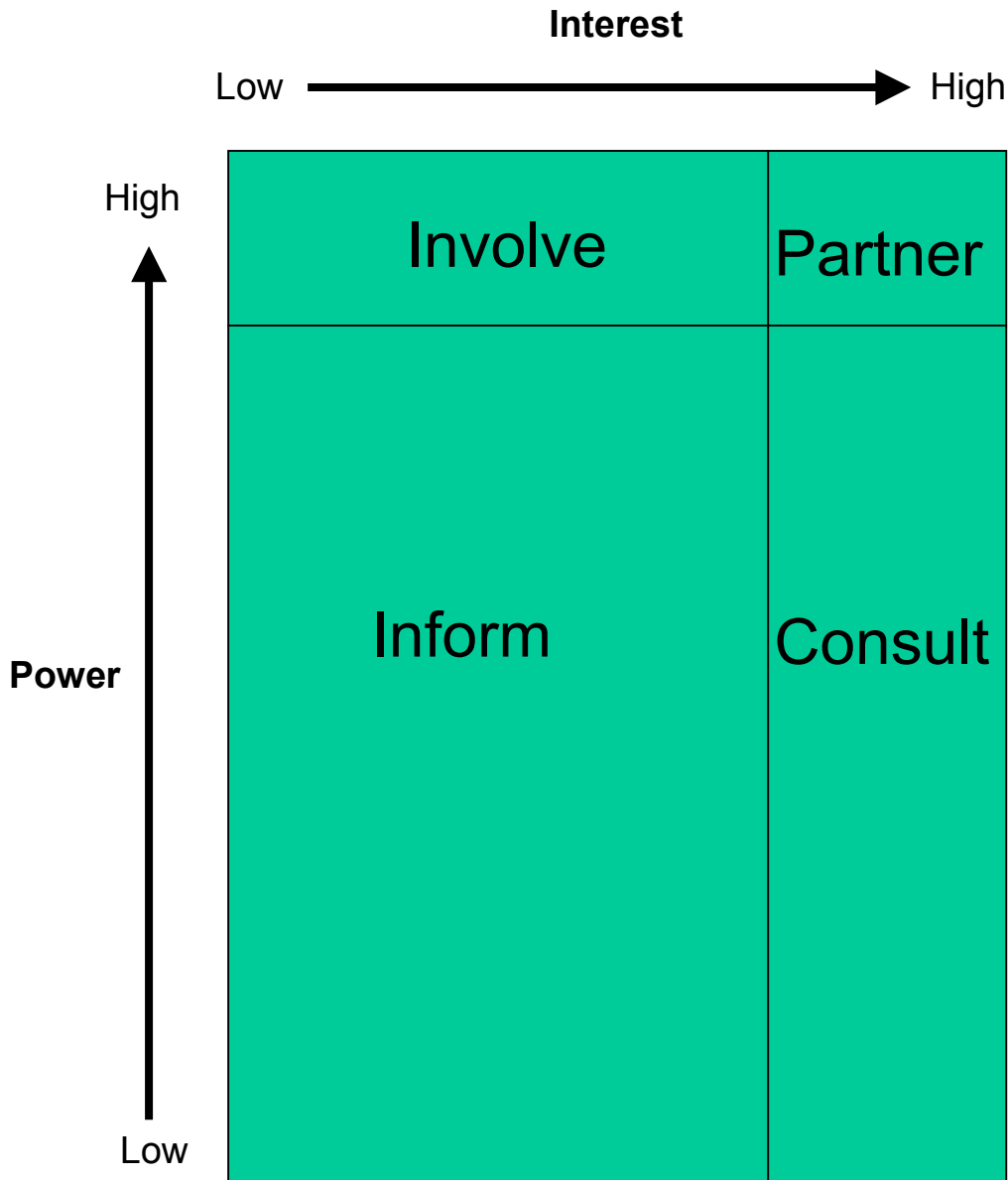
23) The approach takes particular account of the effects of devolution, Welsh, Scottish and one London stakeholder have been identified as corporate stakeholder and specific provision is made at para 14 for further work by the relevant divisions. There is a potential for a focus on the highest value stakeholders to indirectly discriminate against less established groups representing ethnic minority workers and employers; account will be taken of this in drafting guidance on the stakeholder toolkit. No additional implications for the health and safety of HSE staff have been identified.

Action

24) That the Board:

- a) agrees the actions at paragraphs 9-15;
- b) agrees the outline plans for 7 key stakeholders in **Annex C**; and
- c) comments on the suggested lead contacts for corporate stakeholders in **Annex D**.

Stakeholder segmentation and prioritisation



Axes

The axes used to segment stakeholders are subtly different from those applied in the first cut prioritisation in Annex A. The quadrants are unequal in size to illustrate the relative number of stakeholders likely to fall in each box. Partnership and engagement are resource-intensive and so fewer stakeholders should be included in the top two segments than the bottom two.

Power represents the potential influence stakeholders can exert upon our ability to deliver the strategy and meet our targets

Interest reflects the stakeholders' current level of concern for our agenda and strategic direction.

Segments

Partnership implies building a long-term relationships between HSE and the stakeholder. This should centre around an individual lead contact in HSE and one, or occasionally more in the stakeholder organisation. It is relatively resource-intensive with typical activities including:

- regular meetings and contact, maintained even when HSE is not seeking specific actions;
- joint planning and implementation of events, initiatives and policies
- Sharing of information, reports, research etc (within legal constraints);
- Coordinating communications from disparate parts of HSE so that the stakeholder receives only relevant information / consultation in a form that suits the stakeholder, and that this communication is not duplicated.

Involvement is preferred where a stakeholder has high potential power to affect our agenda, but has little interest. The aim is to persuade the stakeholder that involvement in our agenda is in their self-interest. Where this is successful the stakeholder would become a partner, or at least a consultee. Involvement is relatively resource intensive, at times equaling that for partnership. Typical activities might include:

- Identification of the stakeholder's agenda and outlook, particularly those areas which coincide with our own;
- Direct meetings to "sell" sensible health and safety to senior representatives;
- Identification and involvement of third parties who can engage the stakeholder on our behalf

Consultation is used where the stakeholder is interested in our agenda, but cannot exert high power to affect it. The aim is to maintain their interest and involvement, whilst controlling the resource we expend. Resource required per stakeholder is very significantly lower than for partnership and involvement. Typical activities include:

- Providing information via the web, multi-lateral meetings, emailshots, trade press, etc;

- Inviting involvement in relevant consultations

Information is used where the stakeholder is not particularly interested in our agenda and does not have the power to greatly influence its achievement.

Mass communication methods are used to keep them informed of developments, resulting in low resource expenditure per stakeholder.

Activities might include:

- Emailshots
- Multi-lateral meetings;
- Trade press etc

Timeline

	Top 7 Stakeholders	Corporate Stakeholders	Strategic Prog Stakeholders	Geographic Stakeholders	COIN
Aug 04	Plans agreed	Research commences			Intermediary/ stakeholder area agreed
Sept 04	Work Commences	Lead contacts agreed [strategic statement]	Toolkit produced [strategic statement]	Toolkit produced [Strategic statement]	
Oct 04		Lead contacts gather intelligence on contacts to date.	Stakeholder identification (shared with others)	Analysis starts as part of planning round	
Nov 04		Research reports	Any relevant research findings disseminated Outline plans submitted To Comms Directorate	Any relevant research findings disseminated Outline plans submitted to Comms Directorate	
Dec 04	Relevant research Findings fed in.		MBH & Delivery Board scrutinise plans	MBH & Delivery Board scrutinise plans	
Jan 05		Plans finalised & Agreed	Meetings to agree deliverables		Roll-out starts
Feb 05					
Mar 05					Roll-out ends