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HEALTH AND SAFETY EXECUTIVE

The HSE Board

Corporate stakeholders - plans for engagement

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Issue

- 1) Confirmation of arrangements for engagement with key corporate stakeholders and agreement to communicate the arrangements across HSE.

Timing

- 2) Routine. For discussion at the 2nd March Board meeting.

Recommendation

- 3) That the Board:
 - a) Confirms the revised list of senior champions and support contacts at **Annex A**;
 - b) Confirms the timing of engagement indicated in **Annex A**;
 - c) Agrees (subject to confirmation by the Commission on 8th March) the arrangement now being communicated across HSE as outlined in Para 14; and
 - d) Agrees to ensure that plans are completed by the end of March and resource is available for the ongoing engagement.

Background

- 4) The HSC Strategy for Workplace Health and Safety to 2010 and Beyond notes that HSC and the enforcing authorities cannot alone meet our ambitious targets; we must form strong partnerships and work together to improve occupational safety and health.

- 5) 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 tracking and coordination of these relationships in the past. This results in duplication of effort with some stakeholders and failure to engage with others. Therefore in a number of instances, improved coordination and targeting will result in efficiency savings.
- 6) The Board agreed an approach to stakeholder mapping and prioritisation in August 2004 (B/04/38). This identified three levels of stakeholder analysis and planning:
 - a) Corporate stakeholders;
 - b) Strategic programme stakeholders; and
 - c) Geographic (regional) stakeholders.
- 7) Research was then carried out with Central Office of Information Strategic Consultancy (COI) to map and prioritise our corporate stakeholders. The research helped us to identify 29 key corporate stakeholders as well as the appropriate HSE staff to act as lead contact and senior champion for each stakeholder. These details were circulated in a Board note in November 2004 and resulted in a good deal of helpful feedback and adjustment. A degree of re-alignment was also carried out as a result of recent Board changes, reflected in the list in **Annex A**.
- 8) It is intended that “Senior Champions” take the lead responsibility for building and coordinating relationships, including personal involvement in senior level contacts and ensuring that the necessary resource is made available. “Lead contacts” are intended to provide support to their Senior Champion, planning and briefing on an ongoing basis. They will also act as a contact within HSE for day-to-day coordination of engagement.
- 9) A stakeholders and intermediaries module on COIN has been agreed to assist intelligence sharing, and so coordination of approach across HSE.

Argument

- 10) Following November’s Board note, changes in Board membership and discussion with Lead Contacts and others, the list of Lead Contacts and Senior Champions has been amended. The revised list is at **Annex A**; this includes an indication of when full engagement with each should start. Start times have been staggered to avoid an unrealistic draw on resources at the start of the 05/06 work year. The Commission is due to review the arrangements on 8th March (HSC/05/42). They will be asked to consider whether the Chemical Industries Association should be added to the list and to identify to which relationships they would like to contribute personally.
- 11) A template for planning engagement has been produced with the help of COI. This template is intended to assist in ensuring effective engagement based on clear objectives linked directly to delivery of our targets and strategy. It’s structure is intended as a guide, not a rigid, bureaucratic requirement. At the time of writing we have held one-to-one meetings with almost all of the lead contacts, to agree the planning. Communications Directorate has also agreed to provide each lead contact with half a day of a senior COI consultant’s time to assist in drafting the plans.

- 12) We have agreed that all but one of the plans are due to be completed by the end of March at the latest (A case has been made to delay completion of the DH plan until Easter). Where engagement is to be deferred until later in the year, only an outline plan, identifying top level objectives and contacts is required at this time. Board members are asked to ensure that this timetable is met.
- 13) Effective engagement requires both planning and ongoing attention, there is a cost in terms of staff resource. This will vary between stakeholders, but we estimate it will be of the order of 5 days per year for the lead contact and 3 days for the Senior Champion and other senior staff, including Commissioners. Board members are asked to ensure that sufficient resource is made available.
- 14) Coordinated engagement will work only if staff throughout HSE use the system, checking in with the relevant Lead Contact before approaching one of our key corporate stakeholders. This requires both good communication and a change in culture. We proposed to launch an internal communication campaign in late March, to get across the basic message of the need to check in with Lead Contacts; this is likely to combine:
- a) An announcement in E-Express;
 - b) A short piece in Express;
 - c) A cascade briefing;
 - d) An announcement on the intranet, linked to more details; and
 - e) Inclusion of Lead Contact status on the staff directory.

Consultation

- 15) This paper has been informed by a good deal of consultation, including:
- a) Responses to the November Board Note;
 - b) One-to-one meetings with Lead Contacts;
 - c) Discussion with Jonathan Rees;
 - d) Meetings with FOD regional stakeholder managers;
 - e) Discussion of costs with PEFD.

Presentation

- 16) The approach will work only if HSE staff are aware of the approach and convinced of its value. Internal communication plans are briefly outlined in para 14 above. A further push will be required when the COIN Intermediaries and Stakeholders module is launched.
- 17) Our stakeholders – both those named in Annex A, and others – will be interested in the contents of this paper. We will need to be clear in explaining that stakeholders not included in the list of key corporate stakeholders will not be ignored, we will continue to communicate with them and to refine our approaches to make this more effective. However we need to put specific efforts into developing a few key relationships.

Costs and Benefits

18) Improved engagement with stakeholder on a prioritised basis has the potential to have a significantly positive effect on both partnerships and communication. The planning template specifically requires objectives to be linked to our top level targets and strategy for improving safety and health. The costs to stakeholders are estimated to be neutral overall, the costs to HSE are estimated in paras 19 and 20 below.

Financial/Resource Implications for HSE

19) HSE has traditionally interacted with a large number of stakeholders on national, regional and sectoral basis; however until the introduction of the stakeholder module of COIN there is no means of tracking this activity for the whole organisation. Extrapolating from the time recorded by FOD on broadly similar activity suggests that of the order of 3% of total staff time may currently be spent on stakeholder engagement of one sort or another. On average staff costing, this would amount to £4.5million, though this should be viewed as nothing more than a very general indication of cost.

20) The COI corporate stakeholder research, including assistance in the development of individual plans amounts to £100,000. The average costing for coordination planning, coordination and senior level contact with corporate stakeholders (5 days Lead Contact and 3 days Senior Champion per year) amounts to approximately £65,000. This is an ongoing commitment.

Environmental Implications

21) No specific implications identified.

Other Implications

22) Account has been taken of devolution in the analysis. Local Authority relationships are being examined and prioritised in a separate exercise in association with COI.

Action

23) The Board is asked to:

- a) Confirm the revised list of senior champions and support contacts at Annex A;
- b) Confirm the timing of engagement indicated in Annex A;
- c) Agrees (subject to confirmation by the Commission on 8th March) the arrangement now being communicated across HSE as outlined in Para 14; and
- d) Agrees to ensure that plans are completed by the end of March and resource is available for the ongoing engagement.