

Health and Safety Executive Board Paper		HSE/05/06	
Meeting Date:	5 January 2004	Open Gov. Status:	fully open
Type of Paper:		Paper File Ref:	
Exemptions:	none		

HEALTH AND SAFETY EXECUTIVE

The HSE Board

Corporate Communications Strategy

A Paper by Shelagh Molloy Cleared by Colin Douglas on 20 December 2004

Issue

1. The Corporate Communications Strategy has been rolled forward to 2007/8.

Timing

2. Routine

Recommendation

3. Board to agree new milestones in Communications Strategy for 2007/8.

Background

4. The Board agreed a three year Communications strategy in February 2004. It was subsequently endorsed by the Commission, Jane Kennedy and Andrew Smith.

Argument

5. We propose to roll forward with a set of milestones for the final year of the current strategic planning period. These are set out in the Annex. Measures against which progress will be measured were set out in the Communications Plan submitted to the 21 December meeting of the Resources and Delivery Group.
6. The key elements of the Communications Strategy remain unchanged – the overarching objectives, audience targeting, and corporate messages. As set out in the Strategy, it is our intention to extend the priority target audiences this year to include businesses (of all sizes) and employees to secure a direct impact on those whose behaviour we need to change; advertising and promotional campaigns which carry corporate and hazard/topic specific messages will feature prominently in the next three years.

Consultation

7. n/a

Presentation

8. The updated Strategy will be on the Intranet Communications site

Costs and Benefits

9. A range of tracking information now being set up will allow us to assess the benefits of investing in strategic communications. Baseline data (from eg MORI survey, MPs survey, staff survey, COI stakeholder studies, media tracking survey) is starting to become available and we shall deliver regular reports as part of the Balanced Scorecard system.

Financial/Resource Implications for HSE

10. The bids submitted to the RDG for communications spend were for £1.535K on staff and related expenditure, and £12.3m for programme spend, of which some £900K would be allocated to corporate activity (corporate stakeholder engagement events and initiatives, public relations support, national awards, improving media relations etc).

Environmental Implications

11. None

Other Implications

12. None

COMMUNICATION STRATEGY – OBJECTIVES AND OUTCOMES ANNEX

Objectives	2005/6 milestones	2006/7 milestones	2007/8 milestones
<p>1. <i>Promote the case for sensible health & safety by communicating its benefits</i></p>	<ul style="list-style-type: none"> • We have extended the message of sensible health and safety beyond key stakeholders and opinion leaders and are targeting this more extensively to employees. • Not only are we communicating the health and safety message, but the partnerships we have successfully developed are starting to do so likewise – either with us or on their own. • We are fully utilising Commissioners as a voice for HSC and sensible health and safety. 	<ul style="list-style-type: none"> • The case for health and safety has been widely disseminated across the economy – with business leaders and employee representatives willing to take the lead on the matter. 	<ul style="list-style-type: none"> • We have managed to significantly raise awareness and change behaviour among employers and employees across a range of health and safety issues.
<p>2. <i>Present a clear picture of our role and priorities – reinforcing this by constantly communicating the work we do</i></p>	<ul style="list-style-type: none"> • We have communicated the successes of the new ways of working, demonstrating that HSC/E has lived up to what we promised and is becoming a model regulator. • We have identified and promoted supporters who are willing to speak out in defence of sensible health and safety. 	<ul style="list-style-type: none"> • Key stakeholders know what our priorities are, and are clear about the role we would like them to play. 	<ul style="list-style-type: none"> • We have continued to extend the range of stakeholders who have a clear picture of our role and priorities.
<p>3. <i>Help to build and solidify partnerships by better communicating with, and through, a growing band of</i></p>	<ul style="list-style-type: none"> • We are developing excellent, shared communication systems with our partners. • We have substantially broadened our reach by working with partners to spread key messages. • Our key regulatory partners are clear about 	<ul style="list-style-type: none"> • HSE is supporting a wide range of effective partnerships, which are actively communicating the benefits and proper approach to sensible health and safety. • We have built a network of 	<ul style="list-style-type: none"> • We have further extended our range of partners speaking up in defence of sensible health and safety

<i>partners</i>	<p>how we are changing, and how we wish to work in partnership with them to promote health & safety.</p> <ul style="list-style-type: none"> • Our partners are also beginning to use the phrase “sensible health and safety” in promoting our common cause. 	<p>partners who are actively speaking up in defence of sensible health and safety.</p>	
4. <i>Put in place effective internal communication</i>	<ul style="list-style-type: none"> • Managers are confidently and effectively communicating key messages to staff and receiving feedback. • Commissioners are kept informed about key issues and HSE staff are clearer about the priorities of Commissioners. 	<ul style="list-style-type: none"> • Staff see themselves as part of ‘one HSE’, rather than identifying their roles only in relation to their specific directorate and team. 	<ul style="list-style-type: none"> • Staff develop effective internal communications as a dimension to all main initiatives.
5. <i>Establish a strong and dynamic strategic communication approach</i>	<ul style="list-style-type: none"> • Good communication planning systems are in place, and we are targeting resources more effectively. • We have learnt lessons from the previous year, and have used them to further strengthen our communication activities. 	<ul style="list-style-type: none"> • We are prioritising communication efforts effectively, by ensuring strong links between such activities and our strategic goals. 	<ul style="list-style-type: none"> • We have accumulated detailed research on our key audiences. • Our communication outputs are evidence-based – focusing on audiences and delivering messages that we know to be effective.
6. <i>Develop a communication culture across the HSC/E</i>	<ul style="list-style-type: none"> • Managers across the HSE are engaging with the communications process – sharing information and discussing tactics with the Communications Directorate at an early stage. • There is a large network of managers and staff who are aware of the benefits and principles of communications, and are active supporters. • We have in place a network of senior staff who are skilled in communications and, alongside Commissioners, act as spokespeople. 	<ul style="list-style-type: none"> • Across HSE strategic communications thinking is constantly being applied at the front-end of the development of initiatives and programmes. The organisation is not only supportive of communication but also communication savvy. • We have substantially improved the communication competence of HSE staff 	<ul style="list-style-type: none"> • Managers across HSE are confident communicators – with a good understanding of the principles of strategic communications. • Staff are accessing communications support in a timely way – spotting the right issues where proactive or reactive communication support is most needed.