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HEALTH AND SAFETY EXECUTIVE

The HSE Board

Corporate stakeholders - update on plans for engagement

A Paper by Dawn Waterman

Advisor(s): Amy Holmes

Cleared by Colin Douglas on 24 April 2006

Issue

- 1) To update the Board on progress in the stakeholder engagement of the 30 key corporate stakeholders and to outline plans for the future.

Timing

- 2) Routine. For discussion at the May Board Meeting.

Recommendation

- 3) That the Board notes progress in corporate stakeholder engagement.

Background

- 4) The corporate stakeholder project has been running since 2004. 30 key corporate stakeholders have been identified. A Lead Contact and a Senior Champion have been appointed for each one.
- 5) In January 2006 the Board considered a paper on corporate stakeholder engagement but did not have time for a full discussion. Colin Douglas agreed to update the Board at its May 2006 meeting.

Argument

Progress to date

- 6) Since January 2006 Dawn Waterman has been appointed as head of stakeholder engagement and Amy Holmes has taken up a Band 3 post to provide administrative and communication support to Lead Contacts in order to take this work forward.

- 7) After the January Board meeting a reception was held for the Lead Contacts. At this Board reception some Lead Contacts expressed concerns over the level of support they felt they were receiving from the Board. Since then, progress has been made and at the Lead Contact workshop, which took place in April, Lead Contacts felt that there had been some improvement.
- 8) COI has carried out an audit of the reputation of HSE among its 30 key corporate stakeholders. This involved interviews with several people from each stakeholder organisation. The survey will be repeated annually in order to track progress. Results are generally positive. We are seen as highly professional, trusted, increasingly committed to partnership working, and with good and improving communications. However, our organisational structure is seen as confusing and there is a concern that this can result in the right hand not always knowing what the left hand is doing. (See paragraphs 17 and 22 for action on this).
- 9) There have also been some notable successes in corporate stakeholder engagement. In particular, a partnership agreement with the EEF was successfully launched earlier this year and there has been considerable progress in our relations with LACORS. North of the border, the Scottish Executive will be working in partnership with HSE Scotland to promote the managing sickness absence/stress workshops for the public sector in Scotland.
- 10) Co-ordination of HSE attendance at events is proving successful with joined-up approaches to the IOSH and ROSPA conferences. Plans are in place to improve this further at next year's conferences.
- 11) Government initiatives are providing useful opportunities for engagement with key corporate stakeholders. For example, HSE is working closely with DH and DWP on the Health, Work and Wellbeing strategy. Similarly, we are making links with the Environment Agency in our work for the Energy Review.
- 12) The Parliamentary Newsletter appeared for the first time in March and has been well received as a means of keeping parliamentarians up-to-date on national health and safety policy and issues, and on HSE's activity in Parliament.
- 13) A successful 'Friends of Health and Safety' event was held in the House of Lords in January and there have been several HSE appearances before Select Committees.
- 14) Communication plans have been written for almost all 30 corporate stakeholders. Exceptions are the Chemical Industries Association (where the lead contact has been occupied with the Buncefield investigation), the Audit Commission, the Food Standards Agency as well as the newly formed Sector Skills & Development Agency. A year on, these plans will now need to be updated.
- 15) One-to-one discussions have been held between the stakeholder engagement team and the lead contacts about how their work is progressing and what support the stakeholder engagement team can offer.
- 16) A number of Lead Contacts are involving other members of their own teams in this work. The Board has agreed that Lead Contacts are allocated 15 days per year for their stakeholder engagement responsibilities and this has been written into their

performance agreements. As requested by Lead Contacts, a half -day workshop was held on 24 April 2006 to present the COI research on HSE's reputation amongst stakeholders and to discuss how the role is developing.

Future plans

- 17) As suggested by the COI audit, Lead Contacts find it difficult to keep track of the approaches being made to their stakeholder organisation by staff throughout HSE. Until COIN is operational, we propose that the stakeholder engagement section of the intranet be developed to enable staff easily to record their interactions with key corporate stakeholders. This will also make the co-ordination of attendance at key corporate stakeholder events much easier. A home page for each corporate stakeholder, summarising the role of the organisation, how their work relates to that of HSE and how we plan to engage with them, will be made available via the intranet.
- 18) In order to encourage wide participation in corporate stakeholder engagement, we need to raise the profile of this work internally. To this end, we plan to work closely with the internal communications team.
- 19) We also want to expand the pool of people committed to stakeholder engagement and will be involving the FOD external relations team, communications managers, communications partners and others with responsibility for stakeholder engagement.
- 20) We will be liaising closely with Lead Contacts to give them information about forthcoming HSE campaigns and corporate activities so that they can raise these with their corporate stakeholders as appropriate.
- 21) We will be setting up a more structured reporting system to capture stakeholder engagement successes which can be shared among Lead Contacts, Board Members and HSE staff more widely. This will also enable the stakeholder engagement team to have a broad view of stakeholder engagement activity and to make connections between them.
- 22) We will be producing a simple organisational chart which will be available on the Internet.

Consultation

- 23) This paper was informed by discussions with members of the stakeholder engagement team, Lead Contacts and Senior Champions and by the workshop held for lead contacts on 24 April 2006.

Presentation

- 24) In order to ensure success, great effort will be made to raise the profile of this work internally

Costs and Benefits

25) Costs to stakeholders are estimated to be neutral. There are great potential benefits to HSE and stakeholders from well-developed stakeholder engagement.

Financial/Resource Implications for HSE

26) The allocation from the communications budget for corporate stakeholder engagement for 2006/07 has not yet been agreed.

27) Apart from the costs set out separately, the stakeholder engagement team will be carrying out the majority of this work. The only costs attributable to this are staff costs of approximately £200,000 per year.

28) It has been agreed that Lead Contacts will require 15 days per year for their role. Senior Champions will require 3 days per year. The approximate ongoing cost of this will be £156,000.

29) The research carried out by the COI on corporate reputation (see paragraph 7) cost £53,000.

30) A.S. Biss work with the stakeholder engagement team on parliamentary business (including the successful friends of health and safety event – see paragraph 11). This contract costs approximately £75,000 per year.

31) The cost of producing the Parliamentary Newsletter (see paragraph 10) was approximately £4000.

32) Work from the COI for the Lead Contact workshop held in April, (see paragraph 14), cost approximately £3000.

Environmental Implications

33) None identified

Other Implications

34) None identified

Action

35) The Board is asked to note progress in this area.

Contact

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