

Health and Safety Executive Board Paper		HSE/07/33	
Meeting Date:	6 March 2007	FOI Status:	Partially closed Closed sections exempt under Section 36 of the FOI act – Prejudice to the conduct of public affairs
Type of Paper:	Above the line	Paper File Ref:	
Exemptions:	No		

**HEALTH AND SAFETY EXECUTIVE
The HSE Board**

**Redefining HSE's corporate stakeholders following feedback from the Board in
January 2007**

A Paper by Dawn Waterman

Advisor(s): Amy Holmes

Cleared by Colin Douglas on 27/02/2007

Issue

1. Agreement is needed on the revised list of HSE's key corporate stakeholders.

Timing

2. For March Board.

Recommendation

3. That the Board agrees the revised list of corporate stakeholders in paragraph 22.

Background

4. In January the Board discussed a paper proposing changes to the list of HSE's key corporate stakeholders (B/07/09).
5. The Board recommended that the stakeholder engagement team consider a number of issues and then return to the Board for agreement on a revised list of corporate stakeholders.

Argument

6. The benefits to the coordinated approach of managing corporate stakeholders that HSE has in place. These are:
 - a) Without this system there is a real risk that HSE appears uncoordinated and lacks consistency. This has the potential to impact negatively on HSE's corporate reputation.
 - b) Improved targeting and coordination avoids duplication of effort allowing efficiency savings to be made.
 - c) Provides more consistency in the way we deal with stakeholders.
 - d) Ensures that we direct our resources at the priority stakeholders where we are able to have most impact.
 - e) Provides intelligence on stakeholders allowing for better targeted messages.

7. Benefits to HSE from taking this approach over the past two years have included:
 - a) 55% of MPs now rate HSE as effective – up from 29% in December 2004.
 - b) COI research into HSE's corporate reputation revealed that we are seen as highly professional, trusted, increasingly committed to partnership working, and with good and improving communications.
 - c) Stakeholders, including IOSH, ROSPA, TUC, EEF, CIEH, sent a joint letter to the Times in December 2006 supporting HSE.
 - d) Formal partnership arrangements with EEF.
 - e) Working in partnership with the Department of Health and Department for Work and Pensions on the Health Work and Wellbeing strategy.



Consultation

8. January's discussion at the HSE Board meeting has informed the content of this revised paper.
9. In preparation of this Board paper the stakeholder engagement team have further consulted Sandra Caldwell, Senior Champion for the RDAs, and Jonathan Rees.

Presentation

10. This paper has been shared with Lead Contacts and Senior Champions.
11. Once the Board has agreed the revised list of corporate stakeholders we will communicate this more widely in HSE through e-express, Express and the intranet.

Costs and Benefits

12. Costs to stakeholders are estimated to be neutral. There are great potential benefits to HSE and stakeholders from well-developed stakeholder engagement. HSE's corporate stakeholder system is used as an exemplar within government communications.

Financial/Resource Implications for HSE

13. The current cost of Lead Contacts and Senior Champions is approximately £305K per year. [Lead Contacts spend 15 days for each corporate stakeholder and Senior Champions spend three days for each corporate stakeholder].
14. By further reducing the number of corporate stakeholders there will be additional savings in terms of Lead Contact and Senior Champion time. In January we estimated that the savings could amount up to £51K. By further reducing the stakeholders we now estimate that the total saved will be up to £120 k [in total - 180 days at Band two level and 36 days of SCS time].
15. By factoring the revised list of corporate stakeholders into communications planning for 2007/08 it may be possible to identify further savings.
16. Communications Directorate's stakeholder engagement team have just lost one Band 4 post, reducing the team from three to two posts. They will only actively support the priority stakeholders.
17. The COI research consulting with Lead Contacts and Board members cost £12,880 (exc VAT). The total cost of the research, including the corporate reputation stage is £29,675 (exc VAT).

Environmental Implications

18. None identified.

Other Implications

19. None identified.

Action

20. To agree the revised list of key corporate stakeholders.