

Health and Safety Executive Board		Paper No: HSE/09/95	
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DELIVERY OF THE STRATEGY			

Purpose of the paper

1. To update the Board on what HSE is doing to deliver the strategy and to set out the process for publishing the 2010/11 business plan by 1 April 2010.

Background

2. HSE published its strategy, 'The Health and Safety of Great Britain\ be part of the solution', on 3 June 2009. Later that month, HSE published its business plan which set out what it is doing to deliver the strategy during 2009/10. The 2009/10 plan emphasises that this year is only the beginning of implementation of the strategy. The SMT decided that it did not want to set up an alternative management structure for delivering the strategy and that it will be delivered through the business.

3. However, it was agreed that for certain strategy themes a new cross-HSE construct was needed. Strategy Action Teams (SATs) were established as one mechanism to help us respond cohesively and effectively on certain strategy goals in the medium term (Leadership and Involving the Workforce; Competence; Avoiding Catastrophe; Healthier Workplaces; and SMEs).

4. Additional resource was provided to fund specific projects to deliver the strategy goals. Much of this work is not captured in the business plan.

Argument

Progress on delivery

5. The Board already receives a high-level progress report through the quarterly performance process which should provide assurance on delivery against 2009/10 business plan. We are also using this process to monitor progress on the strategy-specific projects that are not in the plan.

6. The Board also receives papers on work that is being developed through the business on ongoing activities or on new proposals from SATs, for example (eg HSE/09/58 on leadership at the June meeting).

7. The SATs are intended to play a key role in promoting implementation of the goals through the business as captured in the business plan. They are doing this initially through review of current evidence, workstreams and initiatives, and then by providing a focus for the discussion of new ideas and the coordination of relevant work. The work of the SATs appears to be progressing well but some are more advanced in their work than others. Each SAT is expected to identify new costed and timebound work to be undertaken in the period 2009 to 2011.

8. The Board has previously indicated that it would like to consider and influence the development of new ideas prior to receiving a final draft business plan. We propose to bring papers reporting on HSE's overall activities under strategic themes to the Board between now and the end of the current work year, for example: Healthier Workplaces and SMEs – November; Competency and Worker Involvement – January; Leadership – February; and Avoiding Catastrophe - March. Each paper could identify overlaps/interactions with other strategy goals. This approach will allow you to:

- consider collectively HSE's activities under the strategic theme;
- see the overlaps/interactions with the other strategy goals;
- seek assurance that LAs are appropriately involved; and
- be assured that these activities are working towards delivering the strategic theme.

9. This, of course, does not preclude the need for Board-level discussions where an urgent steer is needed on a specific initiative.

10. As well as the work of the SATs, key strategy delivery areas are built into existing work, for example 'securing justice' which is fundamental to the work of FOD, HID and ND. Similarly, reclaiming the rightful place for the 'brand' of health and safety is being taken forward through media strategy, the proposed replacement for the 'sensible risk' work and 'myth of the month'.

Pledge partners and large organisations

11. As part of the launch of the strategy, HSE invited others to play a part in improving health and safety by signing a 'pledge'. Since then, around 1,000 organisations/individuals have signed. These pledge signers are an interesting and eclectic mix of individuals, companies, trade associations. HSE staff are analysing the information to better inform our subsequent engagement with them. Clearly, it would not be an effective use of resource to engage with them all individually on a 'face-to-face basis.

12. **Provisional** analysis of those signing the pledge is as follows (a more comprehensive analysis will be provided orally at the Board meeting):

- 19% Health and Safety Services
- 17% Construction Sector
- 2% Extraction and Utility Sector
- 11% Manufacturing Sector
- 1% Agriculture Sector
- 46% Services Sector

13. The initial purpose of the pledge initiative was to get organisations/businesses to express support for the new strategy and a commitment to 'be part of the solution'. However, it is clear that given such a high volume of support we should seek to work with them to capture what they are doing and so reinforce the strategy message about delivery by all. We certainly do not want to lose this initial enthusiasm and so we have been considering what we need to do to build on it. We would certainly wish to use this population to capture information to include in our 'one year on'

report in mid 2010 to show how the health and safety system has collectively responded to our lead and is contributing to the delivery of the strategy. We are thus proposing a three-phase approach:

- e-postcard to all pledge signers – to thank them for taking the pledge; say what HSE will do and reinforce the part they can now play in delivering the strategy.
- set up an internet community site for the pledge signers, hosted by HSE– they will be invited to share their experiences of what they have done and delivered to improve H&S under the strategy goals and it will contain links to delivery plans of others. We are developing new case studies for the launch of the site but ultimately the entries will be the responsibility of the submitting organisation. We are also looking to develop sample/model delivery plans to help organisations develop their own.
- segmenting the pledge signers to differentiate their status, potential leverage, existing engagement with HSE etc. This will help HSE consider how it can maintain and/or develop its relationship with the different groups as appropriate. For example:
 - we already have well developed stakeholder relationships with some, such as EEF, IOSH, but this strategy and pledge provides an opportunity to refocus and refresh these;
 - other pledge signers may be suitable candidates for a ‘Strategic Coordinator’ relationship (see para 15);
 - HSE’s sectors are considering whether and how any targeted engagement with selected organisations can help deliver the strategy objectives in that sector; and
 - the H&S services grouping will provide useful contacts for the ‘Competence’ workstreams in respect of proportionate risk management.

14. Around half of the pledgers are LA enforced and so we need to work with LACORS to consider how the LAs can benefit by targeted engagement along the lines envisaged by HSE.

15. HSE is looking at developing our high-level strategic relationships with large organisations as part of the leadership strand of the strategy. This largely builds on the lessons of LOPP and the other significant work we are doing with large organisations. We are seeking senior staff in HSE as volunteers to take on new relationships with large organisations. They will be known as Strategic Coordinators. In discussing leadership issues, they will raise, as appropriate, other strategic themes such as competence, worker involvement and ensuring healthy workplaces.

Planning process for delivery of 2010/11 business plan

16. HSE aims to publish the 2010/11 business plan on 1 April 2010¹. The process for producing the business plan is:

- SCS Leadership event in October – to share work of SATs; to consider what it means for the business; and agree timeline for preparation of the plan;

¹ This plan will be separate from those being developed by LAs.

- Individual Directorates' draft plans prepared by end November. These plans will set out the Directorates' commitment to activities that will deliver the strategy goals. The detail will be reflected later in the published Directorate business plans.
- Directorate draft business plans are consolidated to form the basis of the HSE draft business plan in December.
- SMT will review robustness of plan in January and agree a final draft prior to going to the Board in February 2010.
- Ministerial clearance – 3 March 2010
- Publication of business plan – 1 April 2010.

Action

17. The Board is invited to:

- note how HSE is reporting on progress on delivery of the 2009/10 business plan (paras 5&6);
- consider the proposal for more structured reporting on delivering the strategy goals (para 8);
- note [or agree] the three-stage approach to the 'pledgers' (para 11); and
- agree the proposed process for delivery of 2010/11 business plan (para 14).

Paper clearance

18. The paper was cleared by the HSE Senior Management Team on 7 October.