

Advisory Committee on Toxic Substances Paper		ACTS/34/2004	
Meeting date:	25 November 2004	Open Govt. Status:	Fully Open
Type of paper:	Above the line	Paper File Ref:	
Exemptions:	None		

ADVISORY COMMITTEE ON TOXIC SUBSTANCES

Stakeholder engagement in the Chemicals Programme

A Paper  Bill Macdonald

Cleared by Steve Coldrick on 1 November 2004

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1. Development of effective stakeholder engagement/management as part of the chemical programme.

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2. Routine.

commendation

3. ACTS is invited to note the work being undertaken on stakeholder engagement in the chemicals programme and to offer comments.

ckground

4. Effective stakeholder management is a key prerequisite towards achieving the outcomes we desire under the chemicals programme, i.e. delivery. Unless we integrate stakeholders into all aspects of the programme we stand little chance of meaningful success. This process will involve careful identification, prioritisation and planning of all our engagements with our stakeholders. With limited resources in this area, HSE recognises the importance of concentrating on key stakeholder groups if we are to achieve our targets.
5. This will need to be done at all levels, from individual project level to major corporate stakeholder. For this reason, the Chemicals Programme Board asked all sub

programme leaders to identify key stakeholder groups, and to consider how best to engage effectively with them. As there will be considerable overlap between sub programmes on this, Bill Macdonald has been asked, as Theme Manager, to prepare an overarching stakeholder management plan to cover the overall programme.

6. HSE's Communications Directorate has already undertaken a great deal of work within HSE on the subject of Stakeholder Engagement. So far, the emphasis has been on high level contact – concentrating on, for example:
 - identification and prioritisation of HSE's corporate stakeholders;
 - establishment of an HSE lead contact with these corporate stakeholder groups
 - commissioning research to identify most effective means of communication;
 - how their work can help and inform the level of stakeholder engagement to which, for example, the Chemicals Programme is working towards. This includes the development of a toolkit to assist with stakeholder engagement activities, including management of potential cross-over with HSE's corporate stakeholder groups;
 - ensuring COIN (HSE's new computer database system) will be a useful tool in stakeholder management, to record and log all stakeholder initiatives

Argument

7. Stakeholder engagement and management activities will be required for various levels of our work, for example at:
 - individual project level (or sub-programme level);
 - Chemicals Programme level;
 - Strategic Programme level – in our case the Health and Safety Hazards Strategic Programme;
 - major corporate stakeholder level – seven vital but previously undervalued stakeholder groups have been identified and further work is being undertaken centrally on this;
 - geographic level, i.e. Scotland, Wales and English regions.
8. The stakeholder engagement theme and communications sub-programme are very closely linked. Many stakeholders will also be dutyholders, and so will be both potential formulators and recipients of the same messages. It will therefore be important to ensure that the two fit together seamlessly, and that duplication of effort is avoided.

Link to HSC Strategy

9. A key feature of the HSC strategy is to involve all stakeholders in the effort to reduce occupational ill health. This will require HSE to forge close working relationships with stakeholders, allowing them to contribute to programmes.

The Process

10. This involves both stakeholder analysis (identification and segmentation / prioritisation of key programme stakeholders) and stakeholder planning. The latter will require a stakeholder engagement plan setting out how the input of key groups will be managed over the lifetime of the programme, and during individual projects. For new projects, the challenge will be to ensure that stakeholder engagement is integrated into the fabric at each planning stage. For more mature projects (e.g. asthma and asbestos), where much work has already been undertaken, the emphasis will be on the validation of existing work and on searching for any “gaps” in stakeholder involvement.

(i) Stakeholder Identification

This involves a structured consideration of all the people who are affected by the programme or project, have influence or power over it, or have an interest in its successful or unsuccessful conclusion. This process must be thorough and it must also be creative in seeking out those stakeholders who can help deliver the outcomes. It is important that we don't just include the "usual suspects", but think wider. Further, the Board has asked that any such analysis consider how the health and safety agenda fits in with other parts of Government.

Either at this point, or when the stakeholder assessment (see below) has been completed, it may be useful to discuss initial findings with some key stakeholder groups. This should plug any gaps, as well as being a useful “reality check” on the plan.

(ii) Stakeholder Assessment

11. The next stage of the stakeholder analysis exercise involves carrying out an assessment of each stakeholder's potential importance to the project's success and their relative power and/or influence. **Annex 1** provides a template for a matrix or map which, by plotting each stakeholder at a suitable point, can be used to determine the power and impact stakeholders can have on a project and its products and what level of engagements should be pursued. **Annex 2** shows an alternative model, which can be used to facilitate this prioritisation. It is based on the extent of each stakeholder's interest and influence (potential or actual) on the outcomes we wish to achieve.

There are four “segments” in the model:

- **Partnership** - implying building a long-term relationship between HSE and the stakeholder. This should centre on an individual lead contact in HSE and one, or occasionally more, in the stakeholder organisation. It is relatively resource-intensive with typical activities including:

- regular meetings and contact, maintained even when HSE is not seeking specific actions;
 - joint planning and implementation of events, initiatives and policies;
 - sharing of information, reports, research etc (within legal constraints);
 - coordinating communications from disparate parts of HSE so that the stakeholder receives only relevant information/ consultation in a form that suits them, and that this communication is not duplicated.
- **Involvement** - preferred where a stakeholder has high potential power to affect our agenda, but has little interest. The aim is to persuade the stakeholder that involvement in our agenda is in their self-interest. Where this is successful the stakeholder would become a partner, or at least a consultee. Typical activities might include:
- identification of the stakeholder's agenda and outlook, particularly those areas which coincide with our own;
 - direct meetings to "sell" sensible health and safety to senior representatives;
 - identification and involvement of third parties who can engage the stakeholder on our behalf.
- **Consultation** - used where the stakeholder is interested in our agenda, but cannot exert high power to affect it. The aim is to maintain their interest and involvement, whilst controlling the resource we expend. Typical activities include:
- providing information via the web, multi-lateral meetings, emailshots, trade press etc;
 - inviting involvement in relevant consultations.
- **Information** - used where the stakeholder is not particularly interested in our agenda and does not have the power to greatly influence its achievement. Mass communication methods are used to keep them informed of developments, including:
- Emailshots;
 - Multi-lateral meetings;
 - Trade press etc

Progress so far

12. Several project teams in the chemicals programme have already completed initial stakeholder analysis exercises, including asbestos in education, and "lungs at work". The latter forms part of the respirable risks sub programme. The next stage will be for stakeholder engagement plans to be produced, and for these to be

discussed with key stakeholder groups as part of an independent confirmatory exercise.

13. Stakeholder analysis for the chemicals programme as a whole is now underway, and a series of meetings are taking place involving a range of HSE disciplines. The initial draft plan will then be discussed with stakeholders before the process goes any further.
14. The “toolkit” referred to in paragraph 6 has now been [published] by HSE’s Communications Directorate. This will make stakeholder analysis more consistent across all HSE projects.

Financial/Resource Implications for

15. The majority of the resources required will be provided from existing resources allocated to the chemicals programme.

Environmental

16. None relevant.

Other

17. None.

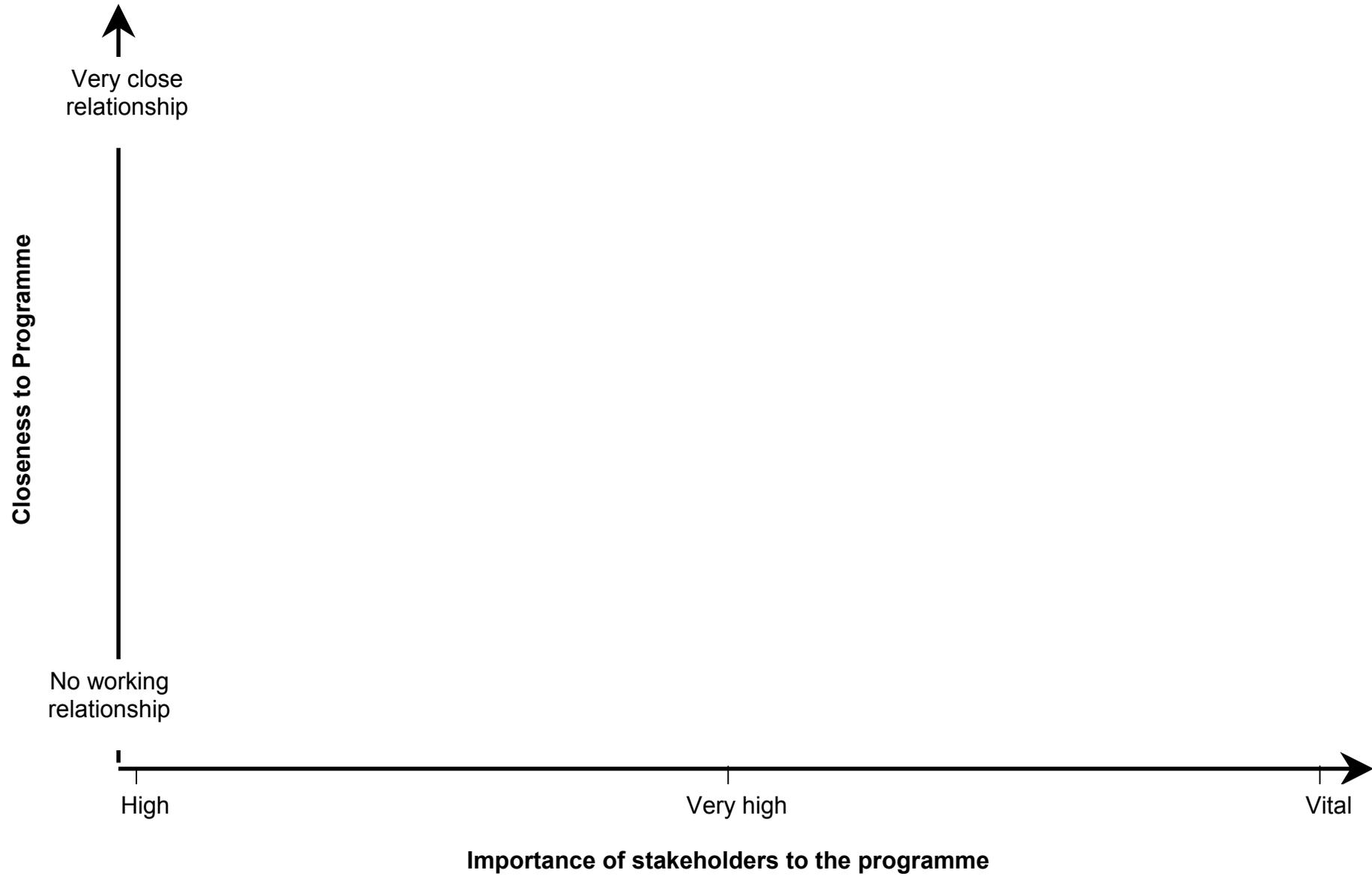
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18. To note HSE’s proposals on stakeholder engagement in the Chemicals Programme, and the progress made so far, and to comment, as appropriate, on the process being adopted.

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Bill Macdonald, PG, CFPD

KEY STAKEHOLDERS



Stakeholder segmentation and prioritisation

