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HEALTH AND SAFETY EXECUTIVE  
Senior Management Team

**Developing our portfolio of senior relationships with large, influential organisations through “National Account Managers”**

A paper by Phil Scott

Cleared by Kevin Myers on 21 August 2009

**Issue**

**1 This paper makes proposals for developing our high-level strategic relationships with large organisations. It briefly outlines the recent history and HSE’s current portfolio of relationships (paras 4 to 15). It then offers options for building on this by establishing a scheme for “National Account Managers” (NAMs). The paper identifies associated issues which will need to be tackled, which include clarity on objectives, and the link to follow-up work on the “pledge” (paras 16 to 20). NAMs is a working title (it was used also for a similar but abortive exercise in 2002). The L&WI SAT has suggested an alternative name (para 27).**

**Timing**

2 Early agreement by the SMT on the work set out here to develop our strategic dealings with large organisations will enable us to report quickly and positively on progress with this important contributor to the new strategy.

**Recommendation**

3 SMT is invited to decide on a development option from those set out at para 20, and to task the DCE’s Support Unit with working up the detailed arrangements, as set out at para 25.

**Background: the story to date**

4 SMT will be broadly familiar with the long and mixed history of our dealings with large organisations, both as regulator and – more recently and ambitiously – as partner. The new strategy, and its leadership/worker involvement strands in particular, raise the bar on this important element of our intervention strategy. We have challenged others to contribute to achieving the strategy’s goals. A reflexive question is therefore “are we doing enough to directly influence, support and cajole the leaders of large organisations to secure H&S improvements in their own organisations and amongst their customers and suppliers?”.

5 The recent SMT/Board paper on our leadership work is relevant. It foreshadowed this paper, and included a brief account of the 2005-08 LOPP exercise.

6 During recent work on the strategy and business plan, there was significant support for the idea of growing our “large organisation portfolio”, particularly through the efforts of SCS/B1 staff with individual organisations. We recognised however that we already engage with some large dutyholders and other influential organisations, and that this work can be costly and demanding albeit with potentially highly beneficial outcomes. A mapping exercise was therefore carried out to provide an up-to-date picture of our current commitments, and a starting point for deciding what more we might do, and would be able to resource.

7 Decisions on this work link to the more recent exercise to invite organisations to sign a “pledge” of support for the strategy. CD is working with the DCE’s Support Unit on how to capitalise on the excellent response.

8 This paper does not deal with the LA interest in large organisations. The Local Better Regulation Office is currently establishing a “Primary Authority” scheme, and has recently discussed with us how to mesh this with our existing Lead Authority Partnership Scheme. Annex 5 offers an illustration of how the PA scheme might work, for interest. We continue, through LAU, to discuss large organisation work with LACoRS as well as LBRO. One important issue is the need for co-ordination where there is joint HSE/LA enforcement of particular organisations.

### **Mapping – initial conclusions**

9 The mapping questionnaire is at Annex 1. We had a good response overall. We were at pains to acknowledge that there were a range of different sorts of relationships. We aimed to be inclusive, without looking to capture long lists of organisations. So, for example, we asked divisions where such work is more or less embedded (eg OSD, ND, Construction) to provide a brief narrative account of their approach. And we similarly asked the other Sectors for a narrative, as we didn’t want to record or interfere with well-settled arrangements for dealing with large numbers of industry and trade bodies.

10 The existing intranet site on large organisations work contains a list of some 940 organisations assembled after the previous “top-350” initiative, and during the Fit3 programme. It is out of date and there is very little information about any history of actual contacts. In our view its current value is minimal. A more useful (but not exclusive) quarry for large organisation contacts is the list of “pledge-signers”.

11 Annex 2 is a summary of the mapping outcome. In our view it shows a respectable number and range of relationships, albeit arising for a variety of planned and unplanned reasons. Most striking, we think, is the variety of reasons and associated objectives which lie behind particular relationships. This fact mirrors one key conclusion from the LOPP evaluation, reported in the recent Board paper:

“all companies are different (structure, attitude to H&S, current performance, stability & resilience etc) and therefore any relationship needs to be bespoke”.

12 We intended to capture relationships which go beyond the day-to-day contacts of HSE's regulatory staff. The main defining criterion was a senior contact (eg SCS/B1 to director). The variety of objectives and relationships resolve broadly into two main categories: **regulatory**, where there is a H&S performance issue to be addressed with a particular organisation; and **strategic**, where work with a particular organisation can leverage other H&S benefits. Much of the latter has also been described as "**partnership**", but it is clear that the categories can with benefit co-exist in specific relationships. The clear aim of further work would be to ensure that the strategic component was paramount. In detail, the variants include:

- regulatory objectives to deal with individual poor performance (including schemes such as FOILE);
- regulatory objectives following investigation of a serious incident or incidents;
- regulatory objectives to achieve consistent action across a sector, or specific industry (eg quarries initiative, '09-'10 work with the waste industry);
- in the major hazard and nuclear areas specifically, work with the key duty-holders and organisations, which is embedded in the regulatory strategy;
- co-ordination of multi-sector contacts with duty-holders;
- continuing LOPP work;
- nationally co-ordinated teams to support a nationally consistent approach (eg British Sugar, police service);
- responses to particular interest or opportunity (eg National Trust);
- opportunities to enhance the reputation of HSE and H&S by working with influential organisations (eg Kent CC, and many traditional "stakeholders").

13 CSAG have helpfully provided at Annex 3 information about the total population of large organisations, by broad sector and region. The aim was to provide a benchmark for judging the scale of our current coverage. But the cut-off point for inclusion is necessarily arbitrary and arguable (1000 employees) and the table can support only the broadest of judgements about the proportions of organisations covered (though further discussion with CSAG is planned to elaborate this). Further, we deliberately sought to recognise the work of Sectors, HID and ND in narrative form, as they have "large organisation" contact at the heart of their work, and a numerical total seemed to add little to the overall picture.

14 However, looking at those organisations identified individually, the mapping exercise suggests there are current strategy/partnership-style relationships with (in very round figures) 120 individual large organisations, including 10 ex-LOPP, 40 in FOD (some in the FOILE initiative), 40 in the major hazards sectors, and 20 major construction firms.

15 The mapping outcome reveals the variety and complexity of our work. We should acknowledge this variety explicitly, and resist the temptation to over-centralise and standardise relationships (even if we were able to do so successfully, which history suggests is doubtful). The approach of “delivery through the business” is as appropriate to this work as it is to the strategy overall. There are nevertheless some actions we can take collectively to improve and develop – irrespective of any decision to increase our work in this area. In summary we need to have (or in some cases assure):

- explicit and strategic objectives for the relationship, and how to withdraw when they are met or overtaken. Where the objective is about strategic action – through partnership or similar models for the relationship – we need clear (and shared) agreement on the expected outcomes and how this will contribute to delivery of the Strategy. Where the objective is regulatory we should be clear about the nature of the poor performance we are seeking to address and how we will identify when we have been successful;
- tactical sophistication in dealing with organisations whose motives may be less than ideal;
- the skills to relate effectively to senior duty- and stake-holders, and to overcome the frequently-encountered cultural hurdles of lack of trust, openness and so on;
- more positively, relationships which are (a) at the appropriate level; (b) mutually beneficial; (c) welcomed by the organisation (the pledge is a good way in); (d) exploiting potential gains in influencing leadership (poorer performance, fault lines in management or acknowledgement that improvement is possible); (e) well-timed (eg where a change of CEO offers the chance of a fresh approach); and (f) where there is a willingness to share good practice (and failure);
- (to support the last point) means for sharing and learning from one another’s experiences;
- some reassurance that those in HSE who lead existing relationships are using them to take forward the current strategic priorities, notably leadership;
- in particular, means for sharing information internally amongst all with an interest in particular organisations;
- means to evaluate our work.

We return to these issues below.

### **Looking forward: the proposition**

16 The L&WI SAT is charged with helping to build on our existing work on leadership and worker involvement. The Board has endorsed in principle the concept of a “NAM” initiative as part of this. There is a fair body of evidence that seeking to influence large organisations where it is most effective – at a central and strategic level – is an efficient and effective regulatory technique. Unsurprisingly however this evidence relies more on individual examples than statistical rigour. Benefits include improvements in positive attitudes, H&S

improvements in individual organisations, and enhancing HSE’s own reputation as a well-organised regulator which uses its resources well (“pursuing nationally-co-ordinated regulation of national organisations”). Indeed, it might reasonably be said that many of our H&S success stories have a basis in approaches of this sort.

17 A reinforced and specific NAM initiative would be an opportunity to drive the strategic leadership agenda, and sell the message that delivering the strategy is for all, not just HSE. An ambitious further opportunity would be to explore working with other regulators (as CI currently does with EA and SEPA), building on our recent experiences of working with LAs.

18 As noted above, the lessons from our past and current experiences indicate that the objectives may vary from company to company. They do however need to be explicit, and mutually understood (as do the benefits). But as FOD found during the FOILE exercise, this “sharing” criterion may need to be put aside where a poor performer is reluctant to engage in this way. In such cases, similar techniques to those tested during LOPP may need to be applied, but unilaterally and robustly by HSE. This would clearly represent one end of the regulatory-strategic partnership spectrum.

### **Proposition - options**

19 We already have a respectable portfolio of “large organisation” work, which offers a solid foundation for a fresh drive on these strategic goals. Whatever we decide, we need to integrate our large organisation work with our work on the “pledge”. This might include comparing signatories with those organisations identified by the mapping exercise, and with Sector contacts, to ensure that our responses take due account of the many existing relationships. CD and DCE Unit are already working together on this.

20 The main options for development are:

- **do nothing new**: this would rely on a judgement that our existing portfolio is adequate and already demanding of significant resources (given that new relationships might be expected to last for several years, into the post-2011 period). We should still strive to improve internal communications, tackle questions of staff skills, provide guidance derived from exercises such as LOPP, and seek more consistent evaluation;
- **“wait and see”**: we might reasonably expect the “pledge” exercise to throw up two sorts of potentially new NAM candidates: those who actively respond (or complain) with an issue which suggests that establishing a NAM would be beneficial; and those where we might choose ourselves to put NAM-type effort into getting value from a particularly enthusiastic, high profile, innovative or high-performing pledger. This option would minimise new work, though the amount of potential reactive response is difficult to predict;
- **a modest increase**: whether selected from the “pledge” list or otherwise, a small but significant increase in NAM work would enable us to demonstrate to the Board a specific and managed response to the strategy, majoring on key goals. The objective would be specifically strategic and related to promotion of the leadership and

worker involvement goals, though experience shows that flexibility is crucial in such relationships. Experience also shows (eg from the ill-fated top-350 exercise of 2001) that any package of new work ought to have only a “light-touch” central infrastructure that would allow the work to be managed and reported consistently, and participants to share their learning and experiences. Consultation on this paper (and earlier discussions) have shown some appetite for some increase in this work. This package might initially be scoped by asking Directors to seek volunteers from among their SCS/B1 staff – a modest but worthwhile increase might be 30 or 40 new relationships from this cadre of around 180 staff. It seems reasonable to suggest that SCS/B1 staff will have the skills and experience to carry out such work, though of course some guidance and refreshment may be welcomed. As well as the advantage related to strategy delivery, such a package would further promote the one-HSE ethos and networking amongst SCS/B1 staff. This option could of course be staged, with a pilot group of 8-10 who might together explore the training and guidance issues;

- **a larger initiative**: which would scale up the benefits and costs of the more modest option. This is of course a decision which could be made in the future, depending on the resource position;
- **do less than currently**: or more exactly, scale down any current effort judged as sub-optimal, in order to make room to pick up some potentially worthier candidates.

## Costs

21 Perhaps the most relevant estimate of costs can be taken from the work done during the evaluation of LOPP. Though much hedged, the rough estimate was c£500k annually for 14 organisations: say £30k per organisation per year.

22 As we found in making the LOPP costs estimate, future NAM-style work potentially involves many elements of costs which need to be included. Most are difficult to measure, and relationships differ widely in the level of commitment required by HSE staff. I suggest here an estimate based on recent personal experiences. We could arrive at a greater approximation by asking other practitioners for their estimates.

23 Most of the costs are opportunity costs of senior staff time, though there is likely to be an element of support needed from more junior staff, as well as contributions from others in HSE who may have dealings with the organisation concerned. Developing the “light-touch” infrastructure and training/guidance is largely a one-off cost, and might be contained (and better estimated) if the scheme is initiated through a pilot.

24 An “average” organisation might involve 3 senior HSE contact days annually, plus some preparation time, say a total of 4 days. Support from eg Sector staff and others, plus work and communications following meetings, might double this. Applying current FEC rates suggests a rough cost of £4.5k per organisation per year. The range is perhaps from £3k to £10k, and given that LOPP was an intensive process, this compares reasonably with the £30k figure.

## What needs to happen?

25 Our work with large organisations will remain significant, Whatever option the SMT decide for developing this work, there are certain actions which would contribute to improving its value:

- **internal communications**: a persistent source of potential embarrassment, or worse, is that different parts of HSE may be unaware of one another's dealings with the same organisation. The three main axes of contact are Board/SMT, Sector/HQ, and operational staff. We are pursuing with CD the possibility of an intranet-based solution where, for example, the key HSE contacts might post some (minimal) information about their relationship with a large organisation to which other interested HSE staff could have recourse. There is of course an issue about whether this should in fact be a facility lodged in COIN, to avoid the hurdle created by expecting staff to feed information to, or take it from, databases other than the main operational one. These considerations need to be tied in with CD's current exploration of a stakeholder database (see also Annex 4);
- **defining the role of the centre**: we see the role of the centre as minor. We think a "light-touch" infrastructure might need to include (a) a new intranet site, replacing current LOPP etc pages (though much of the existing guidance is likely to be transferable), and including the facility to post basic information, as above; (b) agreeing the scope of this information, and distinguishing between optional free-form information (perhaps "blog"-style) and what we need to maintain centrally. All this will link to our responses to the pledge initiative;
- **skills/training**: facilitating skills /training /briefing /guidance /workshop /mentors /sharing experiences across DDs, drawing on colleagues' experiences and advice (and the LOPP evaluation), and refreshing the intranet guidance accordingly;
- in the event of a specific initiative for new NAMs, **a minimum set of "rules"** defining the exercise and NAMs responsibilities, sufficient to keep the exercise within bounds, focused on the strategy goals, and reporting only key information to the centre, for collated reporting to SMT/Board;
- an **evaluation protocol**, sufficiently flexible to be capable of reflecting the specific objectives for each relationship.

26 We would see this work being taken forward under the lead of the DCE's Support unit, in close co-operation with the L&WI SAT, CD, CSAG, CCID and OpSD in particular. It will be sensible – and good PR – to involve LAs in at least some of this (perhaps to focus on one organisation which we jointly regulate?).

## What's in a name?

27 "National Account Manager" was a term proposed in 2002 for a follow-up scheme to the top-350 exercise. Apart from the negative associations with that proposal (which was abandoned in favour of the much more restricted

LOPP initiative) there is little support from SAT members for the “account manager” title, with its Madison Avenue connotations. The consensus of the SAT is for “Strategic Account Co-ordinator”. There was also some support for National Liaison Manager, (Senior) Strategic Partner/Co-ordinator (and close variants).

### **Consultation**

28 I have consulted with SAT members and a number of other senior managers with a known interest in our work with large organisations. There was significant and positive support for the paper, with some further suggestions and comments which have now been incorporated in this final version. Those who expressed a preference opted for the “modest increase” proposal.

### **Financial Implications**

29 (See above).

### **Recommendations/Action**

30 The SMT is invited to:

- comment on the arguments in the paper about the importance of our work with large organisations, and of developing a more strategic focus for it;
- agree one of the options for developing this work set out at para 20;
- agree that the decision, together with actions needed on the issues outlined in para 25, should be worked up into a project proposal by the DCE’s Support unit, in consultation;
- agree the SAT’s suggested name for the senior HSE role.

## LARGE FIRM CONTACTS: MAPPING RESPONSE

**Scope:** any business, organisation, sector or subsector where there is **currently active engagement** with senior (generally director-level) management. **Include** sector or industry-wide initiatives focussed on specific H&S (or H&S cultural) improvements; **exclude** sector trade bodies with which we have only routine contact, and organisations whose relationship is solely their sign-up to "sensible risk, **unless** this has subsequently turned into more fruitful engagement. If in doubt **include** but not if it implies a major effort. No need to identify the individual contributing organisations for a sector or industry-wide initiative. Please also **include recent, completed initiatives** if you think these would offer useful lessons for colleagues, or case studies).

QUESTION	RESPONSE
1 Name of organisation	
2 Their business	
3 Degree of control exercised by the centre over the dispersed elements of the business (high/medium/low)	
4 Brief description (2/3 lines) of the engagement/relationship with HSE and its main purpose	
5 SCS or B1 link? (name)	
6 HSE contact (if different) and phone number, for more information	
7 B1 manager's name (for our feedback on collated responses)	
8 Does this organisation appear in the intranet table at <a href="http://intranet/bip/large/table/table.htm">http://intranet/bip/large/table/table.htm</a> ?	
9 Would this be suitable for a case study? Yes/no  (NB We are thinking about writing up about a dozen different examples - this would be done by the policy section from existing material you would provide).	

**BRIEF SUMMARY OF MAPPING RESPONSES**

Large Organisations mapping exercise: response summary.

DD	ORG'NS BROADLY WITHIN SCOPE	COMMENTS
FOD	c. 40+	FOD's "portfolio" includes a very diverse range of major organisations, including for example: BBC, Airbus, Corus, Centrica, Serco, Mchr Airport, BAA, Kent CC, HMRC, Tate & Lyle, Zurich).Some continuing LOPP work, including that with LAs. Some but not all FOILE work.
Const'n	Most large co's	<p>Senior contacts with larger orgs part of CD's intervention strategy for some years.</p> <p>Leadership, ownership and partnership were the themes of the 2005 Construction Summit, which built on the 2001 summit where construction health and safety had been championed by the Deputy Prime Minister.</p> <p>The Construction Commitments 2012 uses the challenge to the industry posed by the Olympics as a means to get all the industry committed to action to improve their H&amp;S performance.</p> <p>Leadership for health and safety is well established within the industry as a whole, through CONIAC and the Strategic Forum; as well as trade associations, professional bodies and trades unions. Examples are:</p> <ul style="list-style-type: none"> <li>a) Leadership by Electrical Contractors Association who, working with the sector and their members, developed alternative work equipment to steps for working at height;</li> <li>b) Strategic Forum and its working group on cranes;</li> <li>c) Construction Plant Hire Association and its work on good practice, competence and training;</li> </ul> <p>CD maintains the National Lead Inspectors work, for central interventions with large and influential firms, including clients, designers and major contractors. Interventions focus on the 'common agenda' in which leadership and worker engagement are the first two points. This emphasis has been further focussed by the loD guidance and the new HSE Strategy.</p> <p>For 2008/9 and 2009/10 a specific project in the house building sector will mean CD Inspectors meet with Chief Executives of the 20 largest firms to press home the importance of leadership, how the loD guidance can help them, and discuss their plans for improvement. Working Well Together Groups are examples of larger firms and clients (including LAs) showing leadership and supporting small firms through a range of events intended to improve awareness, competence and commitment.</p>
HID CID	2 specifically in mapping	CID has long-standing and positive relationships with stakeholders. These include LOPP, CID's lead unit

	response.	<p>system for large multi-site operators, and more recently engagement through the Process Safety Leadership Group (PSLG).</p> <p>The lead unit system has a major hazard focus that pursues a co-ordinated central approach to inspection to improve consistency in assessment and intervention planning. The system makes efficient use of inspection resources, targets problem areas at different sites, and provides a central overview. It comprises 2 levels of involvement. Interactions with 5 major operators are at HoU/Band1 level with corresponding senior managers, and where appropriate the Head of Division and Director HID are involved in review meetings with senior managers typically at Board-level. A more flexible approach is adopted with the remaining multi-site operators with activities ranging from sharing information to level 1 engagement with CEO's. Lead unit arrangements with the main LPG supply companies are currently being used to encourage the LPG industry's delivery of the LPG pipework replacement programme.</p> <ul style="list-style-type: none"> <li>• CID works with the Process Safety Leadership Group (PSLG), which includes industry, regulator and trade union representation</li> </ul> <p>CID works with the Process Safety Leadership Group (PSLG), which includes industry, regulator and trade union representation to take forward the agenda from 'Leading from the Top' Conference in 2008 focusing on:</p> <ul style="list-style-type: none"> <li>• Demonstrable PS leadership at Board-level;</li> <li>• PS management taking place at all business levels;</li> <li>• Real and dynamic risk assessments;</li> <li>• Robust management of change approaches;</li> <li>• Sustainability;</li> <li>• Well trained and competent people; and</li> <li>• A learning organisation.</li> </ul> <p>Work continues to ensure effective implementation by onshore major hazard industries of PSLG principles, and to supplement existing guidance developed by the Chemical Industries Association.</p>
HID SID	5	Directed at biological agents and explosives work. Further work underway in the division to make the most of co-ordinated action with larger duty-holders.
HID OSD	Most/all	Senior contacts with larger orgs part of OSD's intervention strategy for some years. OSD deals with an industry which is tightly focused (geographically as well as business orientation), and where there are a discrete number of key (often large) players - 30-40. In comparison to other industries, it is an industry which has a more developed sense of the need for a strong safety leadership, as evidence from its contributions to the HSC Leadership Conference last year, and the very

		<p>strong buy in by senior industry leaders to the offshore Step Change programme. The need for safety leadership, highlighted in the HSE Strategy, will be no surprise to the offshore industry, and they will feel they are in the forefront of this.</p> <p>OSD has individual intervention plans tailored to each company. led at B2/B3 level, which leads to good senior management contact at that level. Over and above this day-to-day senior management relationship, the annual Duty Holder Review meetings are currently chaired by B1s, and we expect MD/CEO presence - the OSD HoD will also attend the BP and Shell annual reviews because of their importance to the sector.</p>
Sectors: general		<p>Wide range of traditional Sector contacts, working with its industry, trade bodies, supply chains and stakeholder base to encourage ownership of issues and leadership among respective 'constituencies'. The leadership agenda is reflected in current sector plans of work.</p>
Sectors: specific examples:	Manufacturing	<p>Specific past initiatives with eg quarries and paper industries. HSE currently working with the Waste Industry Safety and Health Forum (WISH). An earlier stage of the initiative led to work which achieved reduced injury numbers, despite the backdrop of a growing and fast-changing industry with an injury rate over eight times the all-industry rate.</p>
	STSU	<p>There has been a very positive response in the ports industry, following the completion of four 'Safer Ports' events led by the Services and Transportation Sector and FOD colleagues, with four more planned.</p> <p>Long term engagement with Royal Mail, achieving very significant reductions in their (admittedly very high) RIDDOR returns.</p> <p>Support to central contact with Centrica.</p>
	Agriculture /Food	<p>The Agriculture Revisited initiative is being delivered through a range of channels with active engagement and promotion by key stakeholder groups being a fundamental and essential element. The campaign looks to shift the emphasis to 'sharing the promise' as it widens the leadership base.</p> <p>A long term joint initiative with the food and drink industry, overseen and championed by industry leaders forming the Food Forum, has seen the overall injury incidence rate fall by 52% since the 1990s and the rate of major injuries fall by 33%.</p>
	PS/Health Sector	<p>Senior contact with many public sector orgs. Significant involvement in high level initiatives promoting leadership:</p>

		<ul style="list-style-type: none"> <li>• Central Engagement with DWP - establishing a 'LOPP' style model</li> <li>• MOD - establishing a 'LOPP' style model by building up the existing Joint Liaison Committee</li> <li>• FOD S W (although the B3 lead on this is shortly to joint the Public Services Sector and will bring over this work with him) are engaging with HMRC - aim to establish some form of central engagement</li> <li>• Work with the HM Prison Service, and other major central government employers has delivered a huge multiplier effect over and above what can achieved at a local level by improving health and safety management centrally.</li> <li>• FOD ESE - engaging with UK Borders Agency - not as high level as others, but opportunity to scale up</li> <li>• Mapping out all Central Government/devolved Government departments to determine whether any have been missed</li> <li>• Police / Fire &amp; Rescue Services - High Level Statement on balancing HSWA and operational duties of the police and fire &amp; rescue services due shortly.</li> <li>• Working with the Partnership on Occupational Safety and Health in healthcare - to promote leadership in raising standards. Has joint signup with employers, departmental and employee representatives - gearing effect in promoting leadership.</li> <li>• Engagement with devolved administrations: Scottish Police and Fire &amp; Rescue Officers Event targeted at Chief Officers - Sector supported FOD Scotland in promoting leadership as a theme</li> <li>• Engagement with Welsh Assembly Government on fire services issues - gearing effect in promoting leadership..</li> </ul>
ND		<p>An embedded part of the intervention strategy: aimed specifically at leadership and culture. This originally included a systematic discussion and interview process with senior licensee staff who are responsible on a large dispersed site for number of different plants within their business domains.</p> <p>ND are to arrange an event targeting the CEOs of the major licensees and following up a similar event last year that highlighted the key importance of leadership in the effective control of hazards in process industries.</p>

**Available data on Large Organisations  
from IDBR, COIN and FOD**

1. Office for National Statistics tabulation of the number of HSE-enforced firms (based on SIC code) with over 1000 employees, by industry<sup>1</sup> and location of their headquarters:

Region	Extraction & Utilities	Manufacturing & waste	Construction	HSE Services (excluding public admin).
North East	0	5	5	40
North West	0	30	5	125
Yorkshire and Humber	0	30	10	90
East Midlands	0	25	5	65
West Midlands	5	25	5	100
East of England	0	35	10	105
London	5	30	15	190
South East	5	65	10	150
Wales & South West	5	40	5	135
Scotland	10	15	5	80

**Extraction & Utilities** - covers industry codes 10-14, 40 and 41 and includes mining and quarrying, electricity, gas and water supply

**HSE Services** - includes motor vehicle repair, transport and storage/warehousing, telecommunications, renting of machinery, research & development, education and health & social care. Local and central government are not included

**Notes:**

1. Data are rounded by ONS (Office for National Statistics) to avoid disclosure
2. Data is taken from the IDBR (inter-departmental business register) in March 2008
3. The size of organisation is based on the whole enterprise including local units based elsewhere in the UK
4. Data for specific industry groupings were requested as follows: Utilities (SIC 10-14, 40, 41); Manufacturing (SIC 15-37, 90); Construction (SIC 45); and Services (SIC 50, 60-64, 70-71, 73, 80, 85)

2. Tabulation of companies where FOD believes there is a strong relationship between HSE and the company at board/CEO level

Region	Utilities	Manufacturing	Construction	Services
North East	0	0	0	0
North West	0	3	0	4
Yorkshire and Humber	0	2	0	2
East Midlands	0	1	0	0
West Midlands	1	1	1	1
East of England	1	0	1	0
London	1	1 (1)	0	9 (4)
South East	3	3 (1)	0	11
Wales and South West	0	3	0	2 (1)
Scotland	0	0	0	0

**Notes:** 1. 'Potential' relationships are shown in parentheses – the main figure in each cell does not include these.

3. Tabulation of contacts with large workplace over the past 10 years, taken from COIN records

Region	Utilities	Manufacturing	Construction	Services
North East	7	127	17	40
North West	6	244	38	148
Yorkshire and Humber	6	227	23	117
East Midlands	8	139	12	78
West Midlands	3	227	24	100
East of England	11	134	13	61
London	3	58	79	131
South East	27	319	74	376
Wales and South West	28	415	36	181
Scotland	23	212	31	104

**Notes:**

1. This table lists workplaces with more than **250** employees on site, where HSE has had some COIN-recorded contact in the last ten years. In total there are just under 4000 contacts counted, with a further 400 excluded due to having no detail on region of workplace.
2. Duplicate companies have been removed, therefore inclusion in this list implies "a company with at least one workplace of over 250 employees".
3. The accuracy of the counts is questionable and this data should only be viewed as an approximation at best.

## Making the most of online communications

A note by Kenny MacDonald

Online communications can play a useful role in raising awareness of the new 'NAMS' proposals and in ensuring different parts of HSE are aware of our dealings with a specific organisation.

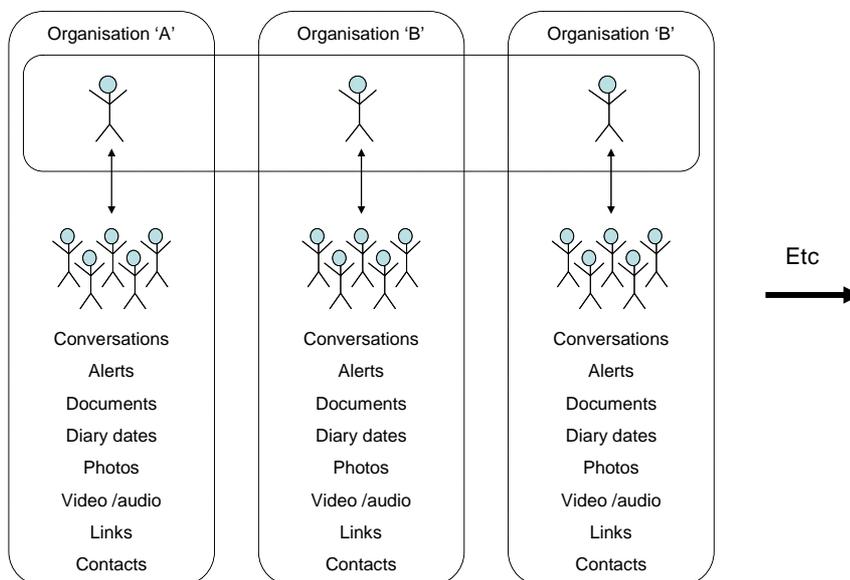
### Promoting the new 'NAMS' system

Online can help raise awareness of the new process; remind people periodically to get involved; and highlight examples where things have worked well. HSE's News Centre carries stories like this to all staff every day – and could provide effective support to other channels.

### Sharing online

Community / blogging techniques can make it easier for staff who deal with a specific organisation – or our account managers as a group – to discuss issues; share experiences; raise informal alerts; contact others with a similar interest etc.

If the online contribution takes off, it's possible that those involved will want to share documents and video clips, highlight key dates and find out 'what's new' easily and quickly.



Making the system useable and useful will be key – but, alone, doesn't guarantee a high level of take-up.

**LBRO and the Primary Authority Principle.**

The following is taken from a LBRO pamphlet about the scheme:

Primary Authority is a statutory partnership scheme launched in April 2009 and provides an opportunity for a new relationship between regulators and business. This introduces the opportunity for all businesses that trade across local authority areas to receive advice that is respected by inspectors across the local regulatory system. Primary authorities are building relationships at the right level within the business to enable them to use their influence to deal quickly with issues that arise. Intelligence flowing from across the local regulatory system, coupled with the primary authority's unique insight into the business, is being used to drive compliance. Of critical importance is the ability of the primary authority to share all relevant information on the business immediately with all local regulators through a secure IT system.

The benefits of Primary Authority are perhaps best demonstrated by example. Eastleigh Borough Council are Primary Authority to B&Q for Health and Safety. As primary authority they have reviewed the risks associated with the business, having regard to the HSE priorities. They have produced an inspection plan that must be taken into account by all local regulators before visiting B&Q premises to undertake inspections. This plan is available via the secure online IT system and identifies four priority areas for local inspection. These priority areas are based around the four national priority areas identified by HSE, and applied to the circumstances within the business. The highest priority area identified is that of vehicle movements. For this issue local regulators are supplied via the IT system with a procedure for undertaking store specific risk assessments that has been developed jointly by B&Q and Eastleigh. During inspections they are instructed to ensure that their local store has properly implemented all of the requirements of the procedure, and are encouraged to use the IT system to feed back their findings to Eastleigh. In this way the nationwide implementation of this key procedure can be properly assessed by Eastleigh, and B&Q avoid requirements being made of individual stores that differ from their national approach to compliance.

Primary Authority takes many of its concepts from the Lead Authority Scheme. It then underpins them with statutory force and a secure IT system to support communications between local regulators. This allows Primary Authorities to provide local inspectors with detailed information in respect of the company, its risks, and the approaches to compliance taken by the business. Local inspectors are then able to feedback information gathered during inspections to the Primary Authority.