

Lessons learned from the Large Organisations Partnership Pilot (LOPP)

Prepared by **GfK NOP Social Research** and **Risk Solutions**
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Tim Buchanan
Mike Robertson
GfK NOP Social Research and Risk Solutions
Ludgate House
245 Blackfriars Road
London SE1 9EL

The Large Organisations Partnership Pilot (LOPP) was a joint initiative, launched in October 2005, between the Health and Safety Executive (HSE) and the Local Authorities Coordinators of Regulatory Services (LACORS) to explore how engagement with large organisations (defined as having > 10,000 employees in the UK, with multi-site operations), could be improved.

The objectives of LOPP were:

- to present a more coherent and coordinated face to large organisations,
- to secure improvements in health and safety outcomes in the participating organisations, and
- to give participating organisations an early voice in discussions on emerging policy areas such as reward and recognition and alternative penalties.

However, the purpose of this research is not to evaluate the extent to which these objectives have been met. The LOPP community (regulators and organisations involved) recognise that, at the end of three years of LOPP, the pace at which the various partnerships have developed has resulted in a wide variance in the maturity of the different relationships, and this would not provide a useful database for analysing the effectiveness of established partnerships at which the above objectives are aimed. Nevertheless, the experience over the three years provides a useful database for drawing practical lessons, and determining the factors which influence the establishment of LOPP-style relationships, for any future HSE/LA engagement with large organisations. The research findings outlined in this report is intended to help identify these lessons.

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1 Management Summary

The Large Organisations Partnership Pilot (LOPP) was a joint initiative, launched in October 2005, between the HSE and the Local Authorities Coordinators of Regulatory Services (LACORS) to explore how engagement with large organisations (defined as having > 10,000 employees in the UK, with a multi-site operation), could be improved.

This research is intended to understand the lessons that can be drawn from the experiences of LOPP, and to highlight the implications of these for future HSE/LA engagement with large organisations.

We have approached this study through a combination of:

- quantitative analysis of health and safety performance data from RIDDOR and the Labour Force Survey
- quantitative analysis of the HSE's COIN database for recording interventions
- telephone and face-to-face interviews with Local Authority (LA) representatives, LOPP Account Managers from the regulators and LOPP coordinators from the participating organisations
- a breadth survey of both the regulators and organisations involved in the LOPP initiative
- depth studies of two of the participating organisations
- separate workshops with the regulators and the participating organisations.

The implementation and roll out of LOPP relationships across the organisations has differed reflecting several factors including the complexity of the organisation (understanding complex organisations can delay the initiation and progress of partnership) and the extent to which some form of partnership was already in place.

We have found that in LOPP, a key driver for successful interaction with large organisations has been the extent to which a *genuine partnership* relationship has been established. This term can mean different things to different people but we believe it can be reduced to the following fundamental characteristics:

1. establishment and sustainability of relationships
2. engagement with relevant stakeholders
3. development of trust.

Here we summarise our main findings by reference to the lessons we can derive from the LOPP experience, and indicate how they apply to these characteristics:

Establishment and sustainability of relationships

- All parties regard LOPP as a useful construct or model for developing partnership between large organisations and health and safety regulators that builds on previous experience (e.g. Local Authority Partnership Scheme).
- A bespoke approach to developing partnership with large organisations, given the spectrum of organisational types, is essential. Large, complex organisations with site specific challenges and local procedures demand a different approach to engagement in comparison to a large organisation which consists of identical activities and operations repeated at each site across the country.

- The organisations regard establishment of a single point of contact (Account Manager) for managing the regulatory interface as a good thing. It simplifies lines of communication and facilitates efficient access to technical and regulatory expertise in the regulator.
- The precise role of the Account Manager and their equivalent in the organisation should be made perfectly clear to all relevant parties from the start, and continually communicated throughout the partnership.
- The personalities and competences of the key individuals in both the regulator and organisation, charged with establishing the partnership relationship, are critical to the effectiveness of this single point of contact.
- There needs to be a common understanding on both sides of the partnership of what the realistic objectives and expectations are.

Engagement with relevant stakeholders

- **Board** level support helps to ensure that enough resources are invested in developing the relationship.
- There needs to be effective lines of communication established right from the start of the initiative and maintained throughout. Communications with the regulator needs to recognise the difficulties associated with coordinating activities with over 400 organisations (Local Authorities) as opposed to one organisation (HSE).
- An engagement plan should form a core part of the communications strategy for the partnership by setting out overall objectives and expectations as well as providing information about the intended impact of the partnership on different stakeholders (i.e. how it affects their day job).
- The engagement plan should be structured as two documents: (1) engagement strategy, and (2) engagement activities, and there should be an agreed set of minimum contents including health and safety performance of the organisation.
- Where the organisation activities are complex, diverse and site specific, active engagement with the local work force will result in increased buy-in to the partnership.

Development of trust

- Both sides need to recognise that developing a partnership takes time and investment from both parties.
- Continuity of relationships is important in developing trust and this has implications for selection of individuals charged with developing the relationship.
- Consistency in regulation and consistency in business response to regulation are a requirement for trust development.
- The organisation can encourage worker trust in the partnership arrangement by actively involving them in the initiative and by demonstrating progress against the agreed objectives through measureable action/activity.

2 Background and Context

The Large Organisations Partnership Pilot (LOPP) was a joint initiative, launched in October 2005, between the HSE and the Local Authorities Coordinators of Regulatory Services (LACORS) to explore how engagement with large organisations (defined as having > 10,000 employees in the UK, with multi-site operations), could be improved.

The objectives of LOPP were:

1. to present a more coherent and coordinated face to large organisations,
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3. to give participating organisations an early voice in discussions on emerging policy areas such as reward and recognition and alternative penalties.

However, the purpose of this research is not to evaluate the extent to which these objectives have been met. The LOPP community (regulators and organisations involved) recognise that, at the end of three years of LOPP, the pace at which the various partnerships have developed has resulted in a wide variance in the maturity of the different relationships, and this would not provide a useful database for analysing the effectiveness of established partnerships at which the above objectives are aimed. Nevertheless, the experience over the three years provides a useful database for drawing practical lessons, and determining the factors which influence the establishment of LOPP-style relationships, for any future HSE/LA engagement with large organisations. This research is intended to help identify these lessons.

The organisations that participated in the LOPP were as follows:

Regulatory Lead ⁽¹⁾	Organisation	Sector ⁽²⁾
Local Authority	HBOS	Banking
	Tesco	Retail
	ASDA	Retail
	B&Q	Retail
HSE	Grampian Foods	Food industry
	Northern Foods	Food industry
	Greggs	Food industry
	Royal Mail	Other services
	BAA plc	Other services
	Astrazeneca	Manufacturing
	General Electric	Manufacturing
	Rolls Royce	Manufacturing
	BAE Systems	Manufacturing
	BOC Group	Manufacturing

(1) Account managers were selected from the regulatory lead organisation who had primary contact with the organisation

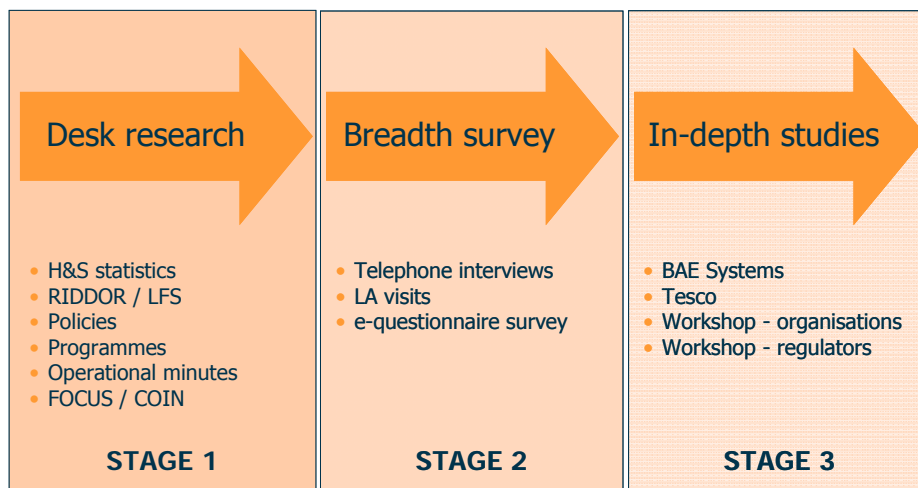
(2) Sector assumed

It can be seen from the range of organisations participating in LOPP that the scope and breadth of the services they offer is extremely broad and varied. Consequently the health and safety hazards faced by employees in these organisations will be quite different, depending on which organisation we are looking at. In addition, for the food and retail sectors in particular, there are regulatory requirements for consumer food safety. Consequently, it can be challenging for regulators to engage with large organisations on specific programmes or priority topics, especially if the organisation does not feel that these programmes or priority topics are relevant for the particular hazards faced by their employees.

LOPP builds on earlier joint initiatives (involving a central approach and an inspector providing a focal point for engagement), such as the Lead Authority Partnership Scheme (LAPS) but for LOPP the intention was to have a more reciprocal relationship between the regulators and the organisations. To help facilitate this, an Account Manager from the regulatory lead organisation (i.e. the HSE or LA) was appointed as the LOPP single point of contact between the health and safety regulators and the large organisation. In consultation with relevant stakeholders from both sides, an Engagement Plan was drawn up which was used as the basis for prioritising 'proactive' health and safety interventions between the regulators and the organisation. The Account Manager was responsible for agreeing the Engagement Plan with the organisation and for coordinating the regulator's response to it. The Engagement Plan would reflect both the regulator's and organisation's views (employee health and safety representatives as well as management) on what the health and safety priorities should be. The Engagement Plan was intended to address the frequency and nature of 'proactive' interventions only. It would have no bearing on 'reactive' regulatory interventions such as accident or complaint investigations and enforcement actions, which would be dealt with in the normal manner.

3 Methodology

The following schematic summarises the approach that we adopted for this study:



Whilst there was some overlap between the activities undertaken in each of the stages shown in the schematic, essentially there were three stages to the work:

Positive Proposition	Negation of Proposition	(+ve)	(-ve)
LOPP is resource intensive for regulators.	LOPP has cut down regulator workload.	4	0
LOPP is resource intensive for companies.	LOPP has cut down company workload.	6	0
Regulator management supports LOPP.	Regulator management obstructs LOPP.	2	2
Company board supports LOPP.	Company board does not support LOPP.	6	2
HSE or organisation says LAs on board	HSE or organisation says LAs not on board.	0	2
LA says some other LAs on board.	LA says some other LAs not on board.	0	3
LA says HSE on board	LA says HSE not on board	0	1
Use virtual teams	Do not use virtual teams.	5	2
Follows on from LUA.	No LUA in place.	1	0
Follows on from LAPS.	No LAPS in place.	2	0
Union is main means of employee health and safety representation.	Employee health and safety reps may or may not be TU reps.	0	5
LOPP started early and is well developed.	LOPP started late, or is poorly developed.	3	5
Action plans are in place and being acted upon.	Action plans are not yet in place.	7	3
LOPP was well understood from the beginning.	LOPP was poorly understood at the beginning - made it up as we went along.	0	5
LOPP was not hindered by organisational complexity or changes.	LOPP was hindered by organisational complexity or changes.	1	7
LOPP facilitates and encourages partnership	LOPP does not improve partnership.	6	0
It would be useful to survey some shop-floor workers.	It would not be useful to survey shop-floor workers.	0	6
It would be useful to survey some site managers.	It would not be useful to survey site managers.	1	4
It would be useful to survey some board-level managers.	It would not be useful to survey board-level managers.	2	3

Table 4.1 Thematic Analysis

LOPP Organisation	HSE		Local Authority		Company Email + Postal	
Asda	9	(6)	68	(68)	3 + 12	(3)
Astra Zeneca	14	(13)			5	(3)
B&Q	2	(2)	33	(79)	10	(6)
BAA	16	(11)			21	(13)
BAE Systems	27	(36)			19	(10)
BOC Group	24	(18)		(2)	15	(13)
General Electric		(2)		(2)		
Grampian	11	(12)		(2)	39	(19)
Greggs	3	(9)	6	(61)	17	(14)
HBOS		(2)		(36)		
Northern Foods	23	(18)		(2)	7 + 11	(5)
Rolls Royce	42	(17)			12	(10)
Royal Mail	1	(13)	13	(68)	27	(20)
Tesco	5	(7)	167	(105)	13	(12)
TOTAL	177	(102)	287	(117)	188	(128)

Various measures were taken to boost the response. Reminder emails were sent after a couple of weeks and again two weeks later. Later on in the fieldwork some company LOPP contacts were contacted by telephone to ask if they would encourage staff to respond to the survey.

The survey was run between 19th April 2008, when the first invitations to take part were sent, and 13th August 2008 when the survey was closed. During this time 347 responses were received.

Except in the case of the company responses the totals are not a sum of the parts. In the case of the regulators, particularly the LA inspectors but to some extent the HSE as well, regulators inspect two or more LOPP companies. This is notable in the LA sample where many LA inspector respondents are attributed to organisations that were absent of LA inspectors in the invitations to take part.

Respondents were given the option to list as many of the LOPP organisations as they inspect and were asked about each one in turn in the questionnaire. This explains why in some cases the number of respondents was greater than the number invited to participate. In addition inspectors appear for General Electric and HBOS, two LOPP companies that elected not to take part in the survey.

Of those emailed a survey invitation, 70 of the email addresses did not work, they were either incorrect and so never reached their intended recipient, or people were no longer in post or on maternity leave. This means the overall adjusted response rate is 57%. Broken down by type of sample, the response rates were as follows.

Local Authority	No of Premises	Size of Health & Safety Team (*)	Profile of Premises (or proposed plans)	Does LOPP feature?
Mid Sussex District Council	~3,000	1 PEHO, 2 SEHOs, 1 H&SEO	Planned inspections: A(0), B1+B2+Fit3(192)	No
Rutland County Council	975	1 Public protection manager, 2SEHOs	Planned inspections: A(0), B1(1), B2(4) Other interventions: B3(8), B4(8), C(55)	No
Torbay Council	3,064	2 PEHOs, 5 SEHOs, 2 EHOs, 1 TO	A(0), B1(132), B2(386), B3(369), B4(1,246), C(896)	No
Babergh District Council (06/07 Plan)	1,193	4 EHOs, 3 FT TOs	A(1), B1(16), B2(47), B3(125), B4(188), C(816)	No
Rushcliffe Borough Council (08/09 plan)	1,115	1 Protection & safety manager, 1 SEHO, 2 EHOs, 1 TO.	Planned inspections: A(2), B1(4), B2(37) Other interventions: B3(85), B4 (51), C(11)	Yes (Asda only LOPP participant in catchment area)
East Riding of Yorkshire Council (06,07 plan)	5,794	1 SEHO, 2 H&SEOs, 1 technical assistant	A(12), B1(169), B2(1,369), B3(635), B4(759), C(2,850)	No

(*) PEHO – Principal Environmental Health Officer
SEHO - Senior Environmental Health Officer
H&SEO - Health and Safety Enforcement Officer
TO – Technical Officer

Note that in the table above the staff in the health and safety teams carry out statutory duties in many areas including: food control, pollution control including air quality and private water supplies, animal welfare, infectious diseases, contaminated land, entertainment and other licensing issues. Typically therefore, the resource available for health and safety inspection and enforcement is only a proportion of the total numbers of staff recorded in the table. This is an important point because in almost all the health and safety service plans we reviewed, the difficulty in resourcing these different activities was highlighted with, in some cases, resource constraints being cited as a reason why they may not be able to deliver the planned activities.

In addition to this sample of published Health and Safety Service Plans, we reviewed a limited sample of inspection data from two of the Local Authorities we visited.

- There was **no control study** with non-LOPP HSE and LA inspectors. It would be useful to have had their perception of whether things were better or worse under LOPP.

Communication was one of the themes picked up in the broader discussions. Organisations have more effective communications with the HSE than with LAs. Moreover there is some way to go to produce an effective relationship between HSE and LAs. This evaluation reinforces the differences between them. More generally, LOPP needs to be better communicated on all fronts – at present the communication is too *ad hoc* and reactive. Action and engagement plans should be better communicated to all, and should be available centrally to regulators to help them plan better for visits. (For example, the LA Extranet has limited access, by password only.)

It is however not important for people at the coal face to recognise or understand LOPP, nor is there any value in attaching the LOPP tag to what they do. It is more important that Account Managers have confidence that the business unit knows about LOPP and that they ensure it is implemented locally.

Many LAs are still operating outside LOPP. They need a better steer and input from Account Managers. The published LOPP Plans should be used to get more co-operation and buy-in from LA inspectors. It was suggested that an HSE newsletter to the LOPP community would be a useful mechanism to enable more joined-up thinking, and the sharing of good practice.

A second focus of discussion was **the LOPP plans**. The following points were made.

- Engagement and Action Plans should be *separate* documents and should be kept centrally and be easily accessible to everyone. (See the point made above about the LA Extranet.)
- The format of the plans is not important - one size does not fit all. What is important is that they demonstrate key agreed actions, priorities and other relevant information. It was felt that an outline template or guidance as to the minimum content of the plans would be helpful.
- The LOPP Plan is often one of several other health and safety plans. It needs to be joined up with them and not seen as an addition.
- LOPP Plans have the advantage of a longer time horizon enabling a more strategic overview. Account Managers have a better understanding of this than inspectors. The challenge is how to better communicate this to all the regulators?

Another theme was **the difference LOPP has made within organisations**. There was strong disagreement with any suggestion that the breadth survey indicates that LOPP has made no real difference within organisations. LOPP has brought many benefits: a better working relationship with the regulator; more consistent interventions and common standards. The relationship with the Account Manager provides a single point of contact, clearer channels of communication and a conduit for advice and specialist support. It was also noted that the benefits of LOPP can flow through to business partners and the supply chain. There was therefore strong support for continuing with LOPP or alternative partnership arrangements.

Overall it was argued that to make LOPP work, **the key is personality**. The Account Manager must have the right qualities. There has to be a balance between the inspector role (policing) and the partner role, and within this it is important for the Account Manager to see himself or herself more as a partner than as an inspector. The best inspectors do not always make the best partners; the challenge for the HSE and the LAs is to identify Account Managers with the right qualities. Also essential for partnership are honesty, openness and continuity.

Furthermore, so far as we can tell, there has never been any guidance produced that describes what a successful 'partnership' would look like, and the steps to attaining this.

On-going communications throughout the LOPP initiative has been mixed. In particular the role of the Account Manager on the regulatory side was unclear to the majority of inspectors with a strong perception that communication with Account Managers was very much of a one-way nature.

There is evidence that developing a relationship with the single regulatory organisation (i.e. the HSE) is easier than with multiple regulatory organisations (i.e. Local Authorities). When the regulatory lead is a Local Authority, communicating the engagement plan and associated communications in an effective manner is particularly challenging.

Lesson 8: There needs to be effective lines of communication established right from the start of the initiative and maintained throughout. Communications with the regulator needs to recognise the difficulties associated with coordinating activities with over 400 organisations (Local Authorities) as opposed to one organisation (HSE).

The engagement plans produced to date were extremely varied both in terms of content and detail. Some were essentially statements of how health and safety is managed by the respective organisation; others were concise summaries of the planned joint activities for current and future years. The consensus is that this is the key document around which the LOPP activities should have been communicated and managed. The lack of knowledge about available guidance on the minimum content needed for the engagement plans is indicative of the communication difficulties already highlighted. It would have been a legitimate outcome of the pilot for a consensus on the engagement plan contents. Unfortunately it would appear that different views about the status of the engagement plans meant that there was considerable divergence in the rate at which they were developed. Some organisations have still not agreed an engagement plan. In these cases there is some evidence that there was resistance to signing up to something that was perceived as having potential contractual or regulatory implications.

More attention should have been paid to developing the engagement plans early on in the pilot as with the correct content; this would have addressed directly the difficulties around agreeing common objectives and facilitated better communications between all parties.

Lesson 9: An engagement plan should form a core part of the communications strategy for the partnership by setting out overall objectives and expectations as well as providing information about the intended impact of the partnership on different stakeholders (i.e. how it affects their day job).

A surprisingly strong result from our study was the lack of awareness of the relative health and safety performance of the LOPP organisations. Whether this is down to the organisations not publishing the health and safety performance in a readily accessible form, or reflects the possibility that the regulators have not looked for it, is unknown. Whatever the reason, we believe that a common understanding and awareness of such information is a fundamental requisite for development of any sort of partnership.

Appendix A – Breadth Survey – LOPP Questionnaire

Here we present the questions used in the breadth survey. In practice, not all the questions were posed to every participant – some questions are clearly conditional on previous responses. Similarly, some questions were only posed to regulators, others only to the organisations. These ‘rules’ are not described here.

CONTEXT

1. Do you work for...

The Health & Safety Executive
A local authority
Or a company?

2. And are you any of the following?

LOPP Account Manager
LOPP Account Director
LOPP company counterpart to Account Manager
No, none of these

3. If any of the above, how long have you held this role?

Years Months

4. Which of the following best describes your role in your organisation in relation to health and safety?

HSE inspector
Local Authority Inspector
Company health and safety department head
Company board member responsible for health and safety
Employee health and safety representative
Trade Union health and safety representative
Health and safety officer

Other (please specify)

5. And how long have you held this role?

Years Months

6. Is health and safety your primary role within the organisation you work for?

Yes
No

7. What is your job title?

ENTER HERE

18. And are the number of planned visits more, less, or are they about the same as a result of LOPP compared with large non LOPP organisations you inspect?

- More
- About the same
- Less
- Don't know

19a. How effective are communications between HSE staff with regard to LOPP?

- Very effective
- Fairly effective
- Not very effective
- Not effective at all
- Don't know

19b. How effective are communications between LA staff with regard to LOPP?

- Very effective
- Fairly effective
- Not very effective
- Not effective at all
- Don't know

19c. How effective are communications between HSE and the LAs with regard to LOPP?

- Very effective
- Fairly effective
- Not very effective
- Not effective at all
- Don't know

20. How effective are communications between yourself and (ORG AT Q9 – REPEAT FOR EACH ORG AT Q9) with regard to LOPP.

- Very effective
- Fairly effective
- Not very effective
- Not effective at all
- Don't know

21. How effective are communications between (ORG AT Q9) and the HSE inspectors with regard to LOPP.

- Very effective
- Fairly effective
- Not very effective
- Not effective at all
- Don't know
- Not applicable – not inspected by HSE

LOPP IMPACT

31. To what extent do you agree or disagree that LOPP has significantly improved relationships between regulators and large organisations?

- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Disagree strongly
- Don't know

32. Please think back now to before the LOPP initiative was launched in the large organisation that you inspect/work for and indicate to what extent you agree or disagree with the following statements. (Agree strongly, tend to agree, neither agree nor disagree, tend to disagree, disagree strongly)

- Inspections under LOPP are more frequent than they were before LOPP.
- Inspections under LOPP are less structured.
- LOPP inspections tend to concentrate on specific issues when they occur.
- The coordination of visits by LA and HSE inspectors is worse under LOPP.
- There is an effective single channel of communication between the regulator and the company
- LOPP has worsened relationships between the organisations and the regulators.
- LOPP has improved partnership working

Not applicable – did not work for/inspect the organisation before LOPP

33. Has your company changed its health and safety management system (organisation and arrangements) in response to LOPP?

- Yes
- No
- Don't know

34. Thank you for your views so far. If you would like to suggest ways in which LOPP could be improved please enter them here.

35. Your responses are important to us and to help us get as full a picture as possible of the impact of LOPP we may find it useful to talk to you again. If you are happy to be re-contacted, please provide your details.

Accounting for Time

HSE and LA inspectors have different ways of accounting for their working time with a good proportion of LA inspectors (20%) not accounting for it at all and most HSE inspectors (80%) using a timesheet compared to less than a third of LA inspectors (31%).

Table C.4: Q16 How do you account for how your working time is spent?

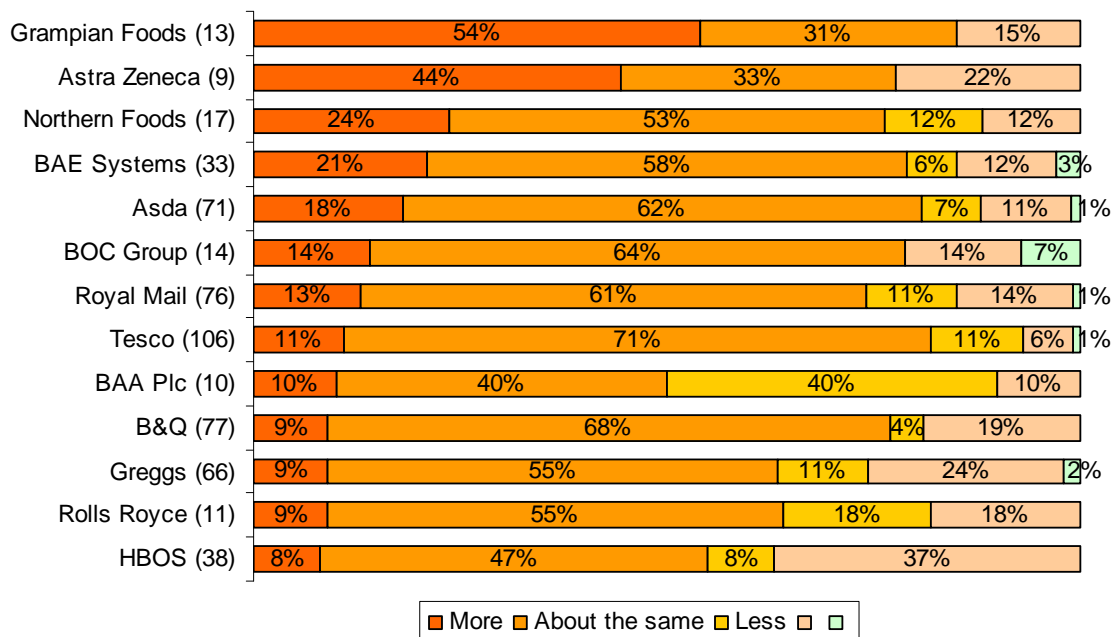
Proportion of contact time	Total (199) %	HSE (87) %	LA (112) %
Weekly timesheet	53	80	31
Manual diary	21	11	28
Other	23	7	35
I don't	15	8	20

Base: All HSE and LA inspectors aware of LOPP

Contact and Visits Under LOPP

HSE and LA inspectors were asked whether they have more contact under LOPP than they had before LOPP. As the chart below indicates this alters significantly depending on the company. Some inspectors (represented in green in the chart) had not visited non LOPP companies so could not draw any comparison.

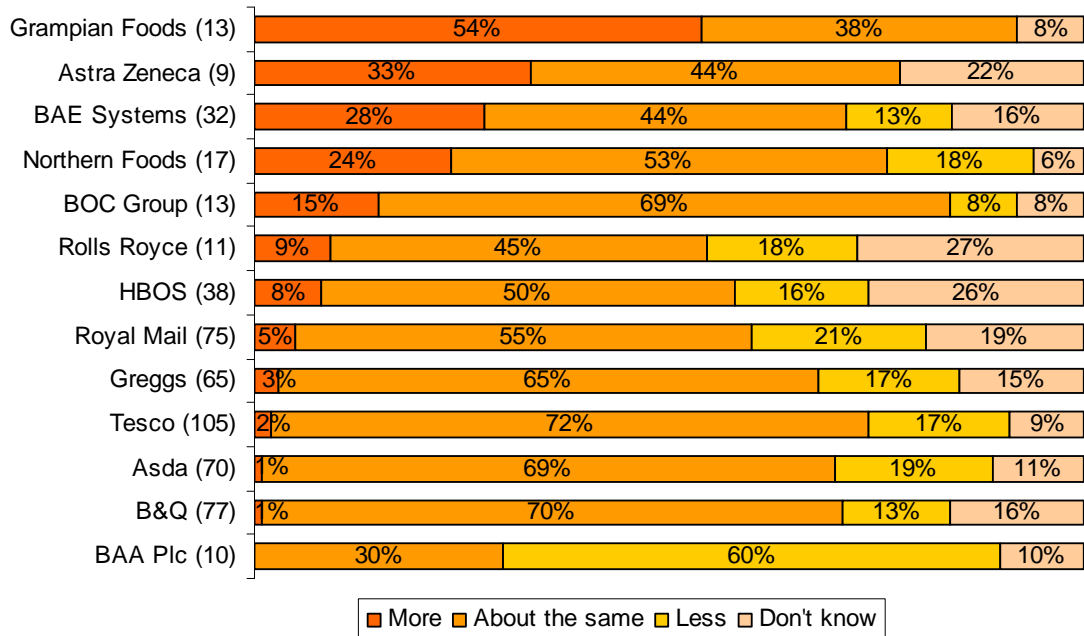
Chart 10: Q17 Do you have more contact (visits/letters/tel calls/emails etc) with the LOPP company as a result of LOPP or less, or is it about the same as other large organisations that are not LOPP partners?



Base: all HSE and LA inspectors aware of LOPP (bases in brackets after each company in the chart)

The follow-on question looked at the number of visits and as the chart below shows, while there are differences by company inspected, only Greggs have a higher proportion suggesting visits have increased than suggesting the number of visits has not altered.

Chart 11: Q18 And are the number of planned visits more, less, or are they about the same as a result of LOPP compared with large non LOPP organisations you inspect?

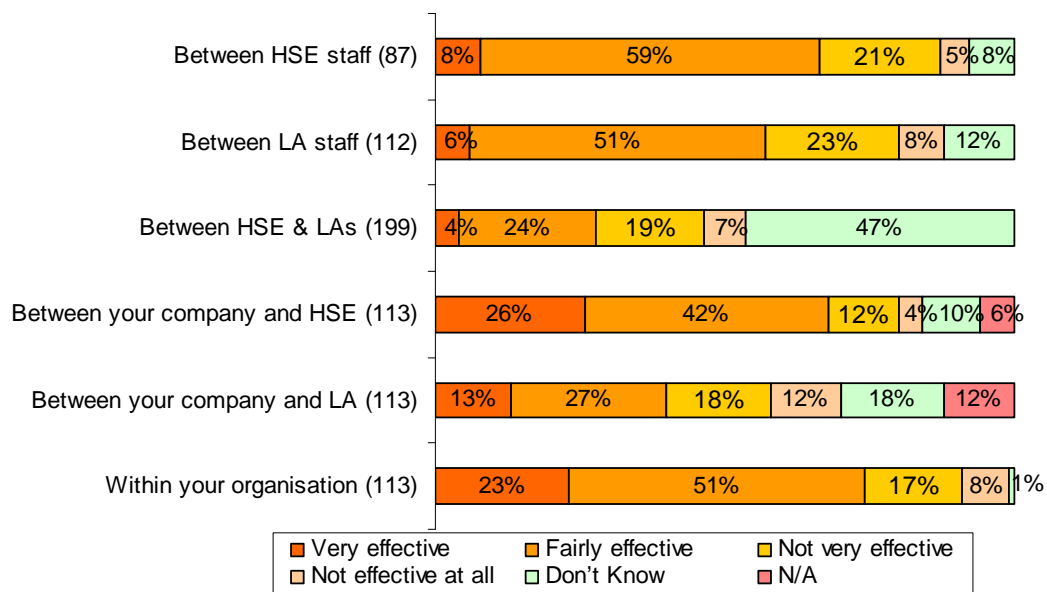


Base: all HSE and LA inspectors aware of LOPP except those who have not visited non LOPP companies (bases in brackets after each company in the chart)

Communications

A series of questions were asked of different respondents about communication and the results are shown in the chart below. As one might expect, internal communications about LOPP are the most effective, particularly within the LOPP companies (74% very or fairly effective) and between HSE staff (67%). However, internal communication between LA staff at 56% very or fairly effective, is less effective than communication between LOPP companies and HSE inspectors (68% very or fairly effective). The least effective communication was between HSE and LA inspectors (28% effective). If we remove the 'don't knows' and 'not applicables' communication between HSE and LAs is still the least effective (52% very or fairly effective) behind 57% effective between your company and LA.

Chart 12: Q19-22 How effective are communications...

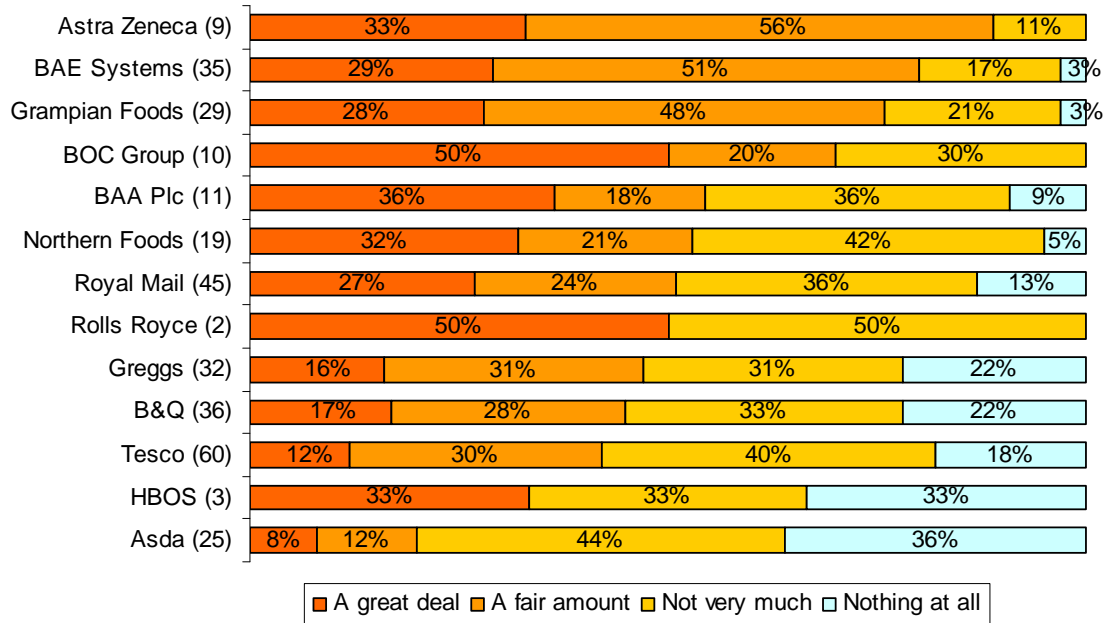


Base: all aware of LOPP

How much is known about the contents of the Action Plan

Those who knew of the Action Plan’s existence were asked how much they knew about its contents. The chart below is ranked on the combined ‘a great deal’ and ‘a fair amount’ proportions. Again, low base sizes should be noted as some proportions are represented by very few people.

Chart 14: Q24 And how much do you know about the contents of the Action Plan?



Base: all who know about the existence of an Action Plan

Table C.6 again looks at distribution by sample type. Since it is not possible to put a four part scale on 3 samples in one table, Table 6 uses mean scores where A great deal = 3 and Nothing at all = 0 so the higher the mean score the more respondents are aware of the contents of the Action Plan. A similar pattern in awareness of the existence of the Action Plan is apparent here. With three exceptions the company employees are the most likely to have knowledge of the contents of the Action Plan compared with either of the inspector groups. With the exception of Tesco where LA and HSE inspectors have an equally low level of knowledge, the HSE inspectors know more than their LA counterparts.

Table C.6 Knowledge of contents of the Action Plan by sample type.

	HSE inspectors		LA inspectors		Company employees	
	(Base)	Mean	(Base)	Mean	(Base)	Mean
Asda	(2)	2.5	(21)	0.7	(2)	2.0
Astra Zeneca	(6)	2.2			(3)	2.3
B&Q	(2)	2.0	(31)	1.2	(3)	3.0
BAA	(7)	1.7			(4)	2.0
BAE Systems	(25)	2.0			(10)	2.1
BOC Group	(5)	2.4			(5)	2.0
Grampian	(10)	2.3	(1)	1.0	(18)	1.9
Greggs	(7)	1.1	(12)	0.8	(13)	2.1
HBOS			(3)	1.3		
N. Foods	(13)	1.6	(1)	1.0	(5)	2.4
Rolls Royce					(2)	2.0
Royal Mail	(6)	2.0	(23)	1.1	(16)	2.3
Tesco	(5)	1.2	(46)	1.2	(9)	2.4

Base: all who know about the existence of an Action Plan

Knowledge of what's in the Action Plan

All who knew a great deal or a fair amount about the contents of the Action Plan were asked which of a number of different topics were covered in it. We are now looking at only a few people so base sizes are very low indeed as very few respondents are aware of the contents of the Action Plan, and findings should be treated with caution. From these findings it is clear that most who know about the contents of the Action Plan say that it contains priority topics for health and safety in the organisation or company. In four companies no respondents think the Action Plan contains a programme of general inspections.

Table C.7: Q25 And which of the following topics does the Action Plan cover?

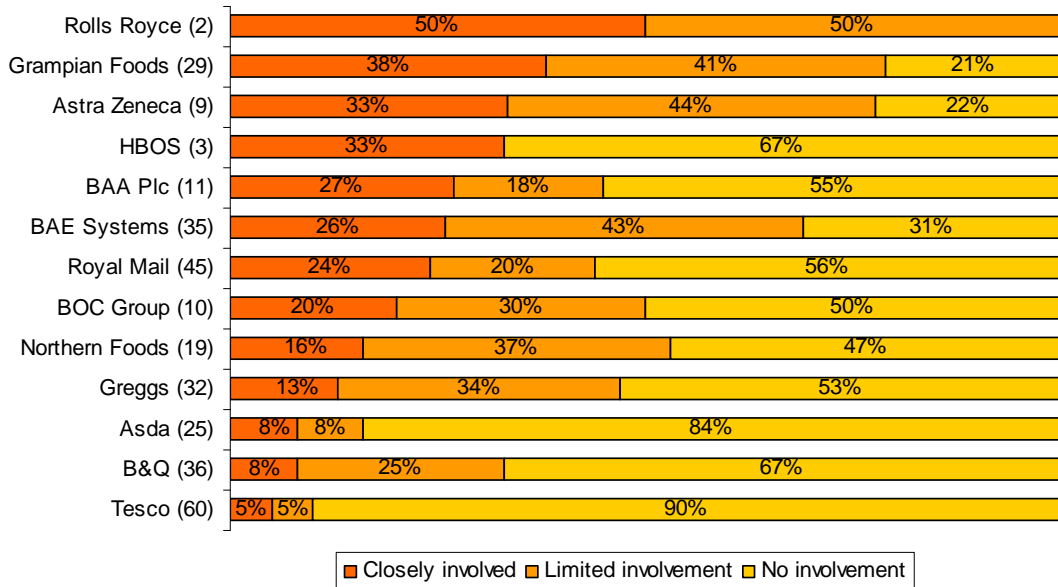
	Priority topics for health and safety in the org.	Prog. of general inspections	Prog. of specific topic based inspections	Regular meetings between company and inspectors	Other
Asda (2)	100%		50%	50%	
Astra Zeneca (5)	100%	40%	60%	60%	20%
B&Q (2)	100%			100%	
BAA (4)	100%		50%	50%	
BAE Systems (19)	89%	16%	95%	53%	5%
BOC Group (4)	100%	50%	100%	50%	25%
Grampian (8)	88%	13%	100%	38%	
Greggs (3)	100%	33%	67%	67%	
N. Foods (6)	100%	67%	67%	50%	17%
Royal Mail (4)	100%	25%	25%		
Tesco (1)	100%		100%	100%	

Base: all who know a great deal or fair amount about the contents of the Action Plan

Extent to which respondents were involved in the development of the Action Plan

Those aware of the existence of an Action Plan were asked to what extent they were involved in or consulted on the development of the Plan. Chart 16 is ranked by close involvement.

Chart 15: Q26. To what extent were you involved or consulted in the development of the Action Plan?



Base: all who know about the existence of an Action Plan

Table C.8 looks at distribution by sample type. This table has 'yes' and 'no' where 'yes' is close or limited involvement and 'no' is no involvement.

Table C.8 Involvement in the development of the Action Plan.

	HSE inspectors			LA inspectors			Company employees		
	(Base)	Yes	No	(Base)	Yes	No	(Base)	Yes	No
Asda	(2)	50%	50%	(21)	5%	95%	(2)	100%	
Astra Zeneca	(6)	83%	17%				(3)	66%	34%
B&Q	(2)	100%		(31)	23%	77%	(3)	100%	
BAA	(7)	57%	43%				(4)	25%	75%
BAE Systems	(25)	64%	36%				(10)	80%	20%
BOC Group	(5)	60%	40%				(5)	40%	60%
Grampian	(10)	70%	30%	(1)		100%	(18)	89%	11%
Greggs	(7)	29%	71%	(12)	17%	83%	(13)	85%	15%
HBOS				(3)	33%	67%			
N. Foods	(13)	46%	54%	(1)		100%	(5)	80%	20%
Rolls Royce							(2)	100%	
Royal Mail	(6)	33%	67%	(23)	9%	91%	(16)	100%	
Tesco	(5)	20%	80%	(46)	7%	93%	(9)	22%	78%

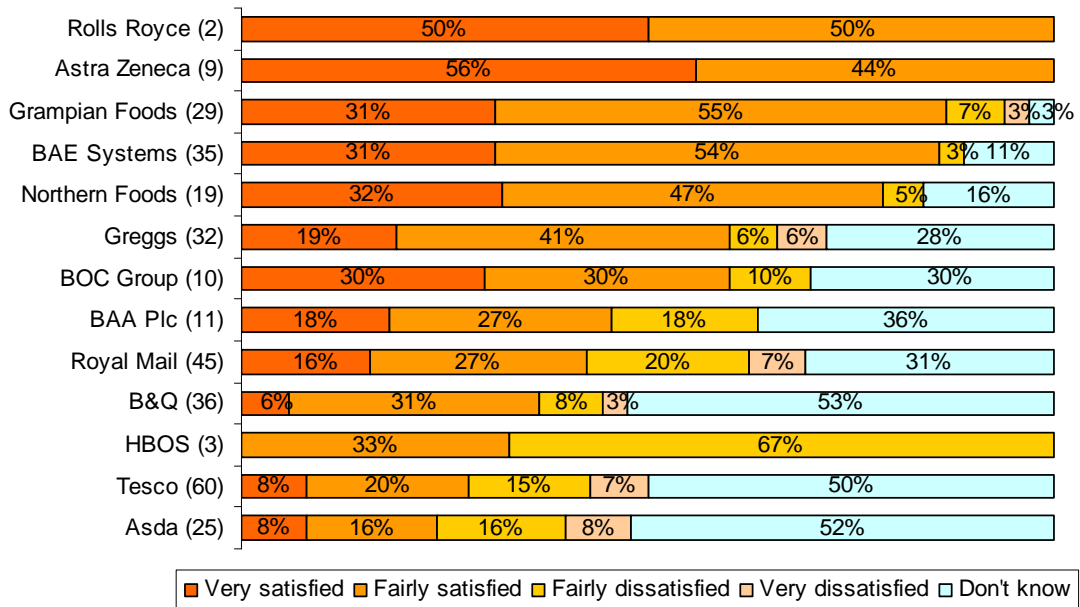
Base: all aware that an Action Plan exists

Those without any involvement were asked why that was the case. The primary reason given was that it was someone else's responsibility.

Satisfaction with involvement in the Action Plan's development

Satisfaction with involvement or consultation respondents had was mixed. Again we are dealing with quite small sample sizes so large proportions equates to only a few people in some cases.

Chart 16: Q27. Were you satisfied or dissatisfied with the amount of involvement or consultation you had?



Base: all who know about the existence of an Action Plan

We can provide a breakdown by sample type based on mean scores where very satisfied = 3 and very unsatisfied = 0 so the higher the mean score the more satisfied respondents are with the amount of consultation or involvement they had in the formulation of the Action Plan. While sample sizes are indeed small it is the LA inspectors who are aware of an action plan who are least likely to be satisfied with the amount of consultation or involvement they had in what went into it.

Table C.9 Satisfaction with the amount of consultation in the Action Plan by sample type.

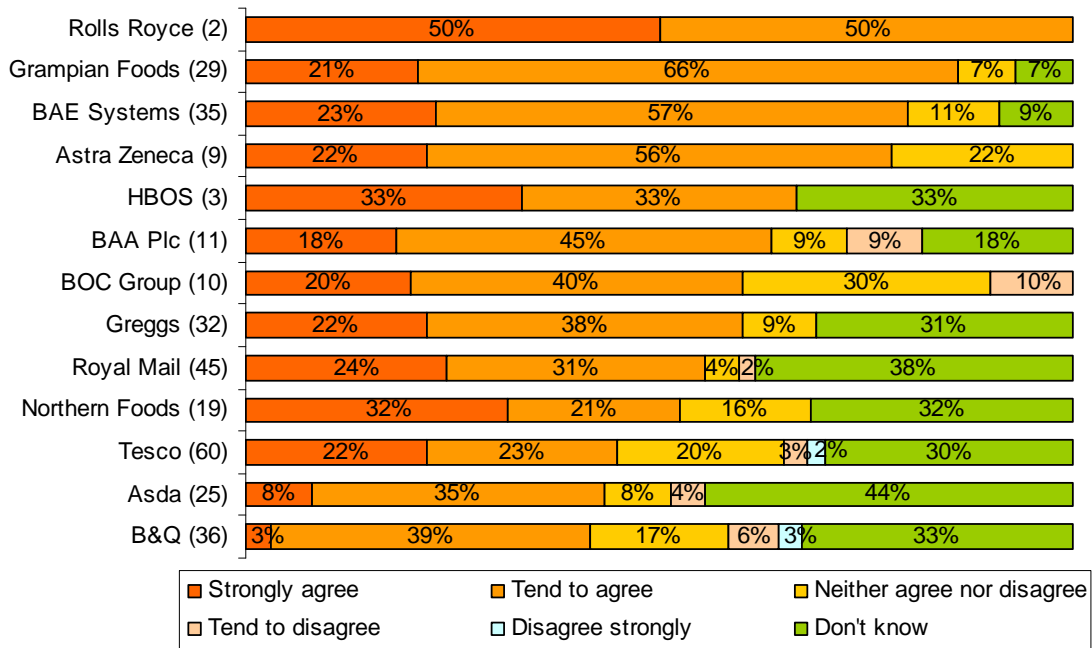
	HSE inspectors		LA inspectors		Company employees	
	(Base)	Mean	(Base)	Mean	(Base)	Mean
Asda	(2)	1.5	(21)	1.3	(2)	3.0
Astra Zeneca	(6)	2.5			(3)	2.7
B&Q	(2)	2.5	(31)	1.6	(3)	2.3
BAA	(7)	1.8			(4)	3.0
BAE Systems	(25)	2.4			(10)	2.2
BOC Group	(5)	3.0			(5)	1.8
Grampian	(10)	2.4	(1)	2.0	(18)	2.1
Greggs	(7)	2.2	(12)	1.4	(13)	2.2
HBOS			(3)	1.3		
N. Foods	(13)	2.5	(1)	2.0	(5)	2.0
Rolls Royce					(2)	2.5
Royal Mail	(6)	2.3	(23)	1.3	(16)	1.8
Tesco	(5)	2.3	(46)	1.2	(9)	2.4

Base: all who know about the existence of an Action Plan

Whether the topics in the Action Plan are right for the company

The next chart looks at respondents' agreement that the topics in the Action Plan are the right ones for the company concerned. Again the base is the minority of respondents who are aware that an Action Plan exists and there are a high level of 'don't knows' since clearly not all will know what is in the Action Plan. The chart is ordered by the combined 'strongly agree' and 'tend to agree' scores.

Chart 17: Q28. To what extent do you agree or disagree that the topics in the Action Plan are the right ones for the organisation concerned?



Base: all who know about the existence of an Action Plan

