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HEALTH AND SAFETY EXECUTIVE

HSE Board

Minutes of the HSE Board meeting held on Wednesday 4 May 2005 in Room 1102, Daniel House, Bootle at 10.00am

Present

Timothy Walker
Alex Brett-Holt
Dan Mitchell
Jane Willis
Vivienne Dews
Sandra Caldwell
Paul Davies
Allan Sefton
Colin Douglas
Mike Weightman
Giles Denham

Also attending

Item 2: Tim Beaumont
Item 3: Susan Mackenzie, Alison
McKenzie-Folan, Julie McDougall
Item 4: Jonathan Russell
Item 5: Gill Dixie
Item 7: Jackie Jones

Apologies

Justin McCracken
Jonathan Rees

Minutes – Nicola Walters

Observer – Wendy Beeston

1 Minutes of HSE Board held on 6 April 2005

1.1 The minutes were agreed.

Action DG office to the update action sheet for the main HSE Board meetings.

2 Health and Safety and the Annual Statistics – presented by Tim Beaumont

2.1 The Board discussed the annual health and safety statistics for April 2004 – March 2005 and performance against Board targets for HSE staff 2004/05. Overall the annual performance was poor, with results higher than the Board targets.

2.2 The Board expressed concern over the statistics and the need for serious action in reducing figures further. T Walker stated that health and safety must be a continuous priority for all Board members.

2.3 As part of the discussion the tone of the report and accuracy of RIDDOR reporting were raised. The Board felt that future reporting should also demonstrate activities being taken to improve health and safety and the achievements. There was a requirement to have a clear understanding of health and safety aims and objectives and the actions set in place.

2.4 In preparation for the move to Redgrave Court, the Board requested how they could provide assistance with respect to health and safety. The Board were also interested in whether any H&S trends had

- developed following the move in Buxton and what lessons could be learnt.
- 2.5 Current sickness absence in HSE continued to illustrate a downward trend. These figures were similar to those within the Balanced Scorecard.
- 2.6 Discussion raised the following points:
- Whilst various Directorates had already put actions in place to deal with sickness absence, the exact reason for the continued downward trend was unclear. In particular, interest was expressed in whether the decrease was due to a reduction in long-term sickness absence or better management of short-term sickness.
 - The Board felt it would be useful to monitor long-term sickness absence.
 - There was uncertainty over the correct Board target for sickness absence.
- 2.6 Following recent correspondence with the Equal Opportunities Commission, T Walker requested that H&S procedures regarding pregnant women are accurate and up-to-date.
- 2.7 The Board expressed their thanks to the work completed by T Beaumont.
- Action V Dews to clarify and confirm the Board target for sickness absence.**
- Action V Dews / J Willis / T Beaumont to consider the arrangements for monitoring of long-term sickness absence and reporting to the Board.**
- Action T Beaumont to check H&S procedures are in place for pregnant women within the organisation**
- 3 HR Modernisation – setting the scene – presented by Susan Mackenzie**
- A) Aligning HR to meet business needs – presented by Alison McKenzie-Folan – B/05/026**
- 3.1 The Board received a paper and oral presentation on the delivery of the new HR service delivery model.
- ⇒3.2 The paper outlined the requirement to develop a more strategic and cost effective approach to HR, in order to provide the infrastructure required to implement the HSC Strategy and deliver the PSA targets.
- 3.3 The Board welcomed the paper and felt the proposals were very important and valuable. Change is envisaged, commencing with PD itself however the programme will require a cultural change from everyone including the Board.
- 3.4 It was recognised that modernisation would be a difficult and complex process and must therefore be well planned. It will involve giving PD and managers clear roles and responsibilities. There is also requirement for a dedicated project team.
- 3.5 Communication of this modernisation programme within the organisation will be crucial. The message, balance and tone will need to be correct.

Action V Dews to review governance of HR modernisation.
Action Authorisation was given to instigate recruitment of business partners to assist Board members. Job descriptions should be discussed with Board members.↵

B) Draft Workforce and Pay Strategy to 2010 – Implementation plan – presented by Julie McDougall – B/05/028

3.6 The Board was asked to agree the amendments to the Strategy following the April Board meeting and to approve the implementation plan.

3.7 The Board agreed and endorsed the implementation plan however requested some further work in specific areas.

3.8 T Walker was keen for progress to be made quickly concerning the recruitment and career development of specialists. Whilst a paper will be brought to the Board it was recognised that immediate work was required and new arrangements should be trialled prior to the production of the paper.

3.9 There should be consistent and coherent information on the importance of the Workforce Strategy to staff. Communications feedback illustrates that staff now want detailed information on the Workforce Strategy.

Action C Douglas / PD to consider a comprehensive communication plan on the Workforce Strategy including involvement and requirements expected of the Board.

Action P Davies / K Allars / PD to bring a paper to the Board in the Autumn regarding recruitment and career development of specialists.

Action V Dews to consider further discussion of the Workforce Strategy at either October SCS Awayday or paper to the Board.

4 Draft Discussion Document in contemplation of a HSC Statement on the public safety role of HSE – presented by Jonathan Russell – B/05/020

4.1 The Board received a paper on a draft discussion document to take forward HSC's commitment, as set out in its Strategy, to promote a debate on the public safety role of HSE. The purpose of the document to initiate discussion over a 14-week consultation period to help provide greater clarity for HSE's public safety role and foster increased support from stakeholders.

The Board were invited to consider and comment on the draft discussion document.

4.2 There was detailed discussion on whether Major Hazards should be included within the document. Discussion centred on whether it would detract or give perspective to the debate.

4.3 Further points were raised:

- Some sections of the document required redrafting including,
 - Reference to transport safety and exclusion of rail
 - Reference to the recent Hampstead Heath swimming review
 - Amendment to wording in the introduction, principles 1,4 and 6.

- Further reference to sensible health and safety.
 - It was important the consultation and debate proactively took place within HSE as well as externally. Forum discussion with a mix of the organisation would be valuable.
 - Political and cultural attitudes could also be explored within the discussion. There is linkage to the broader health and safety debate.
- 4.4 The Board agreed:
- The discussion document was very helpful, timely and important for the debate on the public safety role of HSE.
 - Major Hazards should be included within the discussion document, to provide perspective and highlight the other important areas of debate.
- Action Board members to provide drafting comments to J Russell immediately to allow revision of paper prior to HSC meeting in May 2005.**
- Action G Denham / S Caldwell / C Douglas to consider members of internal discussion group with representation from across the Directorates.**
- 5 Rail Delivery Programme (RDP) Closure Report – presented by Gill Dixie – B/05/027**
- 5.1 A paper and presentation was received on the outcome of the Rail Delivery Programme, the lessons learnt and arrangements put in place for evaluation of delivery and improved performance.
- 5.2 The Board noted and endorsed the work and expressed their thanks to all those who had been involved in the programme.
- 5.3 The Board felt it was important to learn from the implementation of the programme and to consider the lessons in the implementation of other programme work.
- 6 Formal Enforcement – Sandra Caldwell**
- 6.1 This item was not discussed due to IT difficulties at the meeting. It was agreed that the matter would be discussed at the next Video Board meeting.
- 7 Cascade Briefing – presented by Jackie Jones – B/05/019**
- 7.1 The Board received a paper on the results and recommendations arising out of the recent review of cascade briefing. The Board was asked to agree and support the proposed new briefing.
- 7.2 The purpose of the new cascade briefing is to generate two-way discussion on major corporate issues and to allow senior managers to communicate corporate messages in their local context, encouraging discussion and feedback. Proposals included changes to both the title and frequency of the briefing and for the Board to receive a report after each cascade on feedback and any actions arising.
- 7.3 Discussion raised the following points:
- The new cascade briefing requires drive and commitment to ensure success and it was fundamental to establish two-way communication through these briefings.

- Directorates would possibly require different mechanisms for the delivery of the briefing due to the setup of teams/ offices.

7.4 The Board agreed:

- The reinstatement of the cascade briefing and delivery on a quarterly basis.
- The briefing should be re-launched as soon as possible (July 2005) and the first two discussion topics should be health and safety within HSE and HSC statement on public safety.
- The Board to receive reports on the feedback and a forward look.

Action Each Directorate to consider the most appropriate delivery mechanism for the cascade briefing and to implement in liaison with Communications Directorate.

Action DG office to place feedback reports on Board meeting agendas.

8 Any other Business

8.1 The Board Agenda for 25 May was discussed. It was agreed that the Balanced Scorecard and Risk Register should be discussed in a separate meeting following the main Board.

8.2 The Board expressed their thanks to the project team responsible for the successful transfer to the new payroll provider.

8.3 Internal discussion on openness is required at a video Board meeting in June.

Action DG office to arrange additional Board meetings for Balanced Scorecard, Risk Register and discussion on openness.

Next HSE Board meeting 25 May 2005 in Fortune Room, Rose Court, London at 09.00am.