

<b>Health and Safety Executive Board Minutes</b>		<b>HSE/03/M014</b>
<b>Meeting Date:</b>	17 September 2003	<b>Open Government status:</b> Fully open
<b>Type of paper:</b>	Minutes	<b>Paper file ref:</b>
<b>Exemptions:</b>	None	

## HEALTH AND SAFETY EXECUTIVE

### HSE Board

**Minutes of a finance and performance meeting of the HSE Board held on Wednesday 17 September 2003 at 12:00 hours in the Fortune Room, Rose Court.**

#### Present

Vivienne Dews  
 Adrian Ellis  
 Robert Humm  
 Justin McCracken  
 Alan Osborne (second half only)  
 Nick Starling  
 Kate Timms  
 Timothy Walker

#### Also attending

Andy McGrory  
 Tony Mulhall  
 Shahmeen Sheikh  
 Pat Williams  
 Jane Willis

Apologies: Sandra Caldwell, Chris Willby, Laurence Williams

#### **1 Draft minutes of the HSE Board meeting held on Wednesday 16 July (B/03/M013); and matters arising**

1.1 The minutes of the previous Board meeting were agreed. The action log was reviewed.

#### **2 1<sup>st</sup> Quarter Financial Review (B/03/056) Presented by Jane Willis/Pat Williams**

2.1 This paper was introduced by Vivienne Dews.

2.2 The following points were made during the introduction and presentation:

- i Building EYF where it is sensible to do so in order to position HSE for future years
- ii More accurate forecasting is required
- iii Important that key budget holders are realistic in profiling
- iv Not trying to reduce activity, but to improve forecasting
- v Important that realistic budgets are set and used
- vi Key budget holders to meet to review budgets and develop a realistic profile with a view to handing back what they feel can be. Important that

spend then meets the profile set

- vii FOD have high legal costs, initial expectation is that this can be managed within operational resources
- viii Income generating group are being asked to forecast by producing an expected range. This will enable the organisation to decide what uncertainty should be attributed to the range forecast
- ix There is still scope to improve in reporting to allow better management control
- x No pressure to spend programme money as this work is still at relatively early stage; spend would be more effectively spent next year when new strategy is launched
- xi The organisation will have funding available for major issues, but the preference is that in the first instance demands should be met within existing budget allocations
- xii It was felt important to communicate to staff that some effort is being made to ease the financial situation and that some gains have been made with DWP
- xiii Board requested that this paper remains closed to allow for full and frank discussion

**ACTION** Action on Paul Davies, Vivienne Dews, Justin McCracken and Kate Timms to review budgets as per point vi

**ACTION** Vivienne Dews to arrange message to Finance Managers and SCS members to communicate discussion

### **3 HSE Balanced Scorecard – 1<sup>st</sup> Quarter 2003/04 (B/03/057)**

Presented by Tony Mulhall

3.1 This paper was introduced by Vivienne Dews.

3.2 The following points were made in discussion:

- i There is a red indicator showing for NSD Safety Cases. It was not known why this was and this will be followed up
- ii FOD complaints are flagged as amber. This is partly for two reasons. One is that Focus records are either incomplete or not closed on the system, this will be cleared by the end of the year. The other reason for the flag is that complaints, which are not for HSE, have traditionally been recorded on Focus
- iii A new database is being rolled out across Divisions/Directorates, which will allow them, to input their own sickness/absence figures
- iv Inconsistencies in this system still have to be ironed out; for example, no data is entered until someone returns to work. The Board felt strongly

that this should be changed

- v For 'living within the budget' it was felt by the Board that a sub-indicator on spend against forecast would be helpful
- vi In the section 'Retain and Motivate', it was not clear what the definition of staff turnover was
- vii Although the Board felt that there would be benefit in changing the definitions from discipline to reflect current organisational arrangements to track staff turnover rates more effectively, the current recording system are deeply embedded in recording systems and so difficult to change. The Board felt that it would be desirable to change this when the opportunity presented itself
- viii Leadership was flagged as red. It was not clear whether this was because there was no progress in this area or whether progress was not known about
- ix It was felt that this area required development and that the flag should be amber
- x There was some discussion related to appropriate colour flags where indicators were not yet developed. On balance, it was decided that other areas where the indicators were not developed were flagged amber. This was felt to be a good indicator that further work was required
- xi Red was felt inappropriate for leadership as there is not enough information to show whether this area was an issue. It was requested that the team change the flagging to amber and that these indicators are further developed
- xii For 'delivering change' it was felt that this should be crossed on the scorecard showing that no indicators have been developed yet
- xiii For 'trust and reputation' and 'stakeholder engagement' it was felt that the indicators should also be amber
- xiv This was felt to have been a useful discussion of the issues underlying the flags on the indicators.
- xv It was felt the paper could be marked as open once the requested amendments had taken place.

**ACTION** Vivienne Dews to investigate changing the recording system as per point iv

**ACTION** Tony Mulhall to add spend against forecast sub indicator to 'living within the budget'

**ACTION** Jane Willis to check definition of turnover

**4** **Communications Strategy**  
**Presented by Kate Timms B/03/062**

- 4.1 This paper was introduced by Kate Timms.
- 4.2 During the discussion, the following points were raised:
  - i The Board supported the appraisal of planned publications proposed in the paper
  - ii The Boards support for focusing on priority linked publications extended to calling a halt to preparatory work underway but at an early stage such that any planned publications would not show up on the list yet
  - iii It was felt important that this was communicated to staff

**ACTION** Vivienne Dews to ask Jane Willis to draft message from Board

**5 Corporate Governance  
Presented by Timothy Walker**

Timothy Walker gave a brief presentation on Corporate Governance.

There was a general discussion on the formation of a Unitary Board such as is seen in more commercial environments and Government agencies such as the Environment Agency.

This would result in commissioners acting as non executive directors and the current exec being executive directors

The Board was broadly supportive of the principle.

There would be constraints in HSW as to the degree of change that could be effected with legislative change.

This matter will be discussed further at the HSC strategy meeting on 23 September.

**6 Any Other Business**

**6.1** Adrian Ellis asked for clarification on the Strategy and Revitalizing. It was felt that the Strategy continues and builds upon Revitalising.

**6.2** VD raised the Finance Seminar on 4 November. Response has been good and the seminar expanded to accommodate a larger number than originally planned

Additional support is being bought in for Jane Willis from the Home Office

The Government is embarking on an efficiency review. It will have two strands: efficiency across public services and productive time available.

The Board decided that the November Board being held in Bootle would start at 9.00 am.

