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| Health and Safety Executive Board Minutes | | | |
| Meeting Date: | 31 March 2004 | Open Gov. Status: | Fully open |
| Type of Paper: | Minutes | Paper File Ref: | |
| Exemptions: | None | | |

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HEALTH AND SAFETY EXECUTIVE

HSE Board

Minutes of the HSE Board meeting held on Wednesday 31 March 2004 in Fortune Room Rose Court.

Present

Timothy Walker
Justin McCracken
Kate Timms
Alex Brett-Holt
Nick Starling
Sandra Caldwell
Chris Willby
Vivienne Dews
Laurence Williams
Jane Willis
Colin Douglas

Also attending

Item 5: Peter Buckley
Item 6: Steve Dennis, Denis Toohey
Item 7: Steve Dennis, Steve Bailey
Item 8: Mike Lacaille, Bill Tomkins, Jill Cook

Secretariat: Rupert Lown

Apologies: Paul Davies, Allan Sefton

1 Draft minutes of the HSE Board meeting held on Wednesday 3rd March 2004 (BM/04/M03); and matters arising

1.1 The minutes of the meeting were agreed

2 Health and Safety – oral presentation by Justin McCracken

2.1 3 RIDDOR incidents had occurred in the past month. Two of these were very recent; details would be brought at the May meeting.

The Board was disappointed that HSE RIDDOR events for 2003/04 totaled 11. They acknowledged the significant effort staff had put in to reduce incidents in HSE and had hoped that by the end of 2003 /04 HSE would achieve the 2004/05 target of less than 10 RIDDOR events.

2.2 The targets set for reductions in slips and trips and DSE incidents are being met. Slips and trips remained as one of the principal causes of minor and major incidents in HSE.

The Board extended their thanks to all the DSE assessors for their effort toward preventing incidents.

Action Board Members to participate with local office H&S inspections to assist with identification and rectification of slips and trips

3 Staff Attitude Survey Oral Presentation by Timothy Walker

3.1 Timothy Walker updated the Board on the survey. Attention was drawn to the following aspects:

- i) The positive relationship many staff had with their direct line management.
- ii) The positive relationship staff had with local senior management.
- iii) The negative view of the leadership of the Executive and the Board.

A breakdown of divisional responses was being prepared.

Action Allan Salisbury to forward Divisional breakdown of staff attitude survey to Board members

3.2 The Board discussed the staff perception of the Executive and Board's leadership. The following points were raised:

- i) The Strategy Roadshows had been positively received by staff, allowing them direct contact with both the Director General and the Chair of the Commission
- ii) A programme of visits by Board members and the Executive to HSE offices would allow staff to meet with Senior Managers to discuss their concerns. Visits would not require mandatory attendance by staff at the HSE office, but would be publicised to ensure the opportunity for meeting the Board member was maximised. The visits would complement the Board member's primary purpose for attendance at that office. They would not require duty holder site visits unless the local office wished to facilitate this
- iii) Colin Douglas would coordinate feedback on the visit programme as it developed

3.3 Leadership would be discussed at the HSE Board away day in July 2004. Weaknesses with HSE's internal communication programme, especially when working across the organization, would form another part of the agenda.

Action Colin Douglas, Sandra Caldwell and Rupert Lown to draw up programme of Board member visits to HSE Offices during 2004/05

4 Finance Update, presented by Vivienne Dews

An overview of resource use in HSE was provided as a stimulus for discussion. The following points were agreed:

- a new planning process would be developed;
- Infoline and its usage would be developed;
- The Science and Technology Review may raise radical options for HSE's use of scientists, research etc in the future;
- HSE's training programme would be reviewed to ensure the training is fit for purpose and delivered to those who need it;
- Budgets could be further devolved to local managers to increase their consciousness of resource;
- Advisory Committee make up needed to be reviewed;
- The legislative program could be reviewed further.

Action V Dews to develop a new planning process

Action RPD to review HSE's training programme

Action Jane Willis / Nick Starling to review Advisory Committee make up and appropriateness of legislative programme

Action The Board to keep resources under review

Action V Dews to look at the delegation of phone and PC budgets to empower managers regarding resource usage

Action P Davies to report on the Science and Technology report. The findings of the report should be utilised to review the roles performed by the Corporate Topic Groups, FOD Sectors and Policy in order that clear roles and responsibilities be defined and to prevent repetition of work

5 New Model for FOD – Oral presentation by Peter Buckley, the Chair of the 'New Model for FOD' Programme Board

5.1 The purpose of the project was to develop a structure for FOD not to examine the size of the division.

'Revitalising' had realigned FOD to the PSA targets. FOD wished to operate continuous improvement; this had resulted in two pilots being undertaken, one in London Division, and one in the North West Division. FOD delivers a significant element of HSE's Core accident and complaint investigations. The intent of the new model for FOD was to enhance the division's ability to perform these tasks as well as allowing increased partnership working. The structure would also allow an increased mix of staff to engage with stakeholders.

- 5.2 The Business Case has three criteria:
- i) Efficiency – the intent was to increase Band 3 contact time. In London, this had improved by 100%; in the North West by 25%
 - ii) Quality – the aim was to increase the range of grades within the Business. For example, only 10% of Band 5 visits to duty holders had required a follow up by an Inspector (B3).
London passed all its quality procedures
 - iii) Organisation Health – Turnover of Band 3 and Band 6 staff in London had been at approximately 30%. This was now virtually nil
- 5.3 The next phase was implementation of the model across FOD, with Divisions being allowed some flexibility with the model. Communications are seen as a key element for the plan's success, targeting specific groups of staff. Initially this would be Head of Operations and Admin Managers.
- 5.4 The report had been presented to the TU side. They found much to support in the proposals, but had certain reservations in particular over the introduction of the selection criteria that have been piloted in the NW. The results of further piloting will be discussed with the TUs in about 6 months time.
- 5.5 The Board noted the improvements generated within FOD and were pleased with the increased staff moral.

6 Review of London Functions – Presented by Steve Dennis/Denis Toohey

- 6.1 The Board were informed of the Trade Unions concerns:
The Information Center should not be moved out of Rose Court
12m² floor space per person was not achievable
They were in favour of the Lyons report
No decision should be made on paragraph 13 of the Board paper

The following global message to be sent to all staff:

- 6.2 *Following the Board meeting on 4 February, RPD was asked to do further work on the Review with particular reference to the Railway Inspectorate and the Policy Group and this note reports on the progress made and the outcome of the Board discussions on 31 March.*

The main points emerging were:

The Lyons Review report has asked HSE to finalise its business case and to draw up a timetable for the transfer of up to 130 posts. It was recognised that any proposals for HMRI would be subject to the outcome of the Government's rail review. Consequently, a timetable for relocation was requested by July when the position would be clearer.

The Board asked Policy Group to continue its efforts to reorganise with particular emphasis on identifying opportunities to place work outside of London as and when the occasion arose. Kate Timms was asked to report back on progress made by the end of June.

The Board asked Justin McCracken, Chris Willby, and Vivienne Dews to give further consideration to the treatment of any staff who are still filling relocating posts at the end of 2007/8.

It was agreed that Vivienne Dews would be the Senior Responsible Officer for the relocation programme and the Trade Union Side should be involved in the project arrangements.

A Programme Manager together with BSD and PD would be available to provide support to line managers with their relocation plans which are due to be submitted by the end of June. The aim is to complete all relocations by March 2008.

The Board paper (B/04/024) is to be published on the intranet 23 April.

Action Management would brief staff on the decisions made. Relevant Board members would therefore brief their teams prior to a global email informing staff of the decisions reached and the placing of the Board paper on the intranet

7 Floor Plans in HSE Offices, presented by Steve Dennis/Steve Bailey

7.1 The Board were informed of the Trade union response to this paper namely

- Generic layouts with flexibility were a positive
- 12m² floor space per person was not achievable

7.2 In discussion, the following points were raised:
i) Certain specialist sections may require above the standard area of floor space
ii) Flexibility with respect to desk layout was a requirement
iii) Criteria would need to be developed to demonstrate special needs. In the meantime Steve Dennis would challenge reasons for sections needing extra space

7.3 The Board minutes of 3 March 04 had detailed the move to 12m² as the standard across HSE. This was incorrect and should have read that the move to 12m² per person floor space would be trialled at Rose Court. The experience of this trial would then shape future policy.

7.4 The Board agreed that a mix of options 13B and 13C were the way forward in that Band 1s would where possible be situated at a cluster of two Band 1's together.

8 Managing our Risks Better – Corporate Risk Register, presented by Bill Tomkins/Mike Lacaille

8.1 This paper updated the board on the key threats to HSE's business. Annex 3 defined the risk status. Further work was in progress to evaluate the total risk. The register is predominantly defensive and it was hoped that it would become more predictive of future risks as it developed further.

8.2 In a discussion the following points were raised:

- The register captured the risks but the Board need to ensure they utilised these to drive HSE's business;
- The register was intended to be a high level document. Detail could be provided should Board members require such information;
- HID and NSD used the risk register to drive their own risk registers.

Action Risk owners are to sign off stewardship statements in order that Timothy Walker can sign off the statement of internal control

8.3 The Board agreed that the risk register would be refreshed each quarter and return with the balance scorecard. Risks would be evaluated corporately at these sessions

9 Any other Business

The Board received a verbal update on pay issues from Vivienne Dews.

Action TW to issue global email regarding pay

Next HSE Board meeting Wednesday 5 May 2004 in the Globe Room, Rose Court at 9.30.