

Health and Safety Executive Board Minutes

Meeting Date:	19 May 2004	Open Gov. Status:	Fully open
Type of Paper:	Minutes	Paper File Ref:	
Exemptions:	None		

HEALTH AND SAFETY EXECUTIVE

HSE Board

Minutes of the HSE Finance Board meeting held on Wednesday 19 May 2004 in Globe Room Rose Court.

Present

Timothy Walker
Justin McCracken
Kate Timms
Alex Brett-Holt
Nick Starling
Vivienne Dews
Laurence Williams
Colin Douglas
Allan Sefton
Jane Willis

Also attending

Item 2: Vic Coleman, Andy McGrory
Item 3: Mike Lacaille
Item 4: Mike Lacaille
Item 5: Anthony Seagrove, Ian St John,
Mark McConnachie, Mike Smith

Secretariat: Rupert Lown

Apologies: Sandra Caldwell, Chris Willby, Justin McCracken, Allan Sefton

1 Draft minutes of the HSE Board meeting held on 18 February 2004 (B/04/M03); and matters arising

1.1 The minutes of the meeting of 18th February 2004 were agreed.

2 Balanced Scorecard (B/04/22) – presented by Vic Coleman and Andy McGrory

2.1 The Board received an oral update on the Balanced Scorecard

2.2 The following issues were discussed:

Profile and Image, Trust and Reputation and Stakeholder engagement were the remit of the Communication Directorate. Progress with these issues would be discussed on 2 June 04 HSE Board meeting from which the key performance issues would be identifiable. This would be linked to the MORI poll in order to provide a baseline and assist with a schedule of research to be undertaken

- 2.3 The Board agreed that the Balanced Scorecard is an open document. The Corporate Risk Register is a sensitive Business document and will not be placed on the HSE Website.
- 2.4 The Board discussed the green status assigned to the PSA1 target. HSE was achieving the targets required, however the organisation needed to review its actions in order to be sure that this reflected genuine health and safety improvements.
- 2.5 Although it was difficult it was agreed that the Balanced Scorecard should be aligned with the Quarterly Performance Reports for Ministers.
- 2.6 The Board agreed the status of the PSA targets as;
 - Red for Leadership
 - Green for Health and Safety in HSE
 - Amber for Delivering planned work, Delivering PSA 2, Profile and Image, Trust and Reputation and Stakeholder engagement.

The indicators for Leadership, Profile and Image, Trust and Reputation and Stakeholder engagement are to be developed in order that they can be reported on by the 3rd quarter of 2004/05

Action Colin Douglas to develop the 3 Communication indicators; Profile and Image, Trust and Reputation and Stakeholder engagement

Action Susan Mackenzie to develop the Leadership indicator

3 **Risk Management. (B/04/030)** – Presented by Mike Lacaille

The paper was an update for the Board. The principal changes to the register related to the Communications risks. Risks 8 and 9 were still red.

- 3.1 The Board agreed that the register was sound but wished to ensure that it was used as a tool for business management. They were content with the descriptors of level of risk.
- 3.2 The Board were informed that the improvement plan discussed at the HSE Audit Committee had been agreed for 2004/05

3.3 Discussion raised the following points:

COIN was to be discussed at the June HSE Board meeting. It was felt that this would assist with re-rating risks 7, 8 and 9.

The risk register should stimulate Board discussion regarding key business risks

The colouring system for inherent and residual risks could confuse and detract from the real risks. The Board discussed the changing of risk level especially related to communication risks. There was concern that risk levels could not actually change even when HSE had applied control measures an example was the risk of poor public image.

Currently there are no legal risks explicitly placed on the register. HSE Solicitors Office hold a separate legal risk register.

3.6 The Board felt it would be useful for risk managers to discuss specific risks with the Board in order that key business risks could be properly explored and reviewed. In this way the Board could satisfy themselves that HSE was taking appropriate action

Action M Lacaille to consider which risk manager(s) should attend Finance Board to discuss business risk

Action Justin McCracken and Alex Brett-Holt to discuss the consistency of the legal risk register

Action M Lacaille to review system for coding of Risk register

Action The risk register should return to the Board on a quarterly basis with the Balanced Scorecard

4 Performance Management – presented by Mike Lacaille

The session had been stimulated by HSEs Budget Holders, who wished for advice on Performance Management.

4.1 The session looked at 3 key topics; Efficiency, Effectiveness and Economy within a business.

4.2 It was proposed that PEFD would work with Operations Group to develop pilot costing projects, possibly in the areas of the cost per investigation or costs for front-line activity, complementing the Operational Productivity project.

The Board concluded that the proposed pilot costing approach should also be considered by other areas of HSE.

In considering the implications of introducing activity-based costing, the Board considered the issue of more wide spread work recording.

Action Policy Group agreed that they could develop performance measures, Kate Timms, Jane Willis and Alex Brett Holt would meet to discuss further

Action M Lacaille to develop 1 or 2 pilots to explore possible systems before returning to the Board with proposals

Action Vivienne Dews to produce brief document raising issues relating to further application of work recording across HSE.

5 **Visual Brand Review** – Colin Douglas, Anthony Seagrove, Ian St John, Mike Smith, Mark McConnachie

5.1 The Board received an update with respect to the HSE Brand Review

5.2 The Board were shown a selection of designs aimed at simplifying and modernizing HSE's corporate image for letters, website, publications, building signage, exhibitions and power point presentations in order that HSE becomes a 'brand'

5.3 The Board agreed to progress the project, roll out would be in phases to ensure that existing stock of publications, stationary etc are utilised.

5.4 The Board agreed that the project was not about retrospective restyling of publications.

Action Colin Douglas and Vivienne Dews to discuss economics with the project

Action Board members to ensure that support staff are aware of the proposals to re-brand and that major stocks are not ordered.

6 **Putting the Board on line** – presentation by Kenny Macdonald

6.1 Proposals were put to the Board as to how the HSE Intranet could improve their communication with HSE staff. These included:

Use of Audio clips as simple clear messages

Creation of an online HSE Board community

6.2 The Board received a demonstration of the use of audio clips via the Intranet

6.3 Discussion raised the following points
Approximately 90% of all PCs have soundcards already

There is no evidence that PCs with sound have yet caused a nuisance in open plan offices although if this was a problem headphones could be provided.

Key messages would be trialed in this format

Action The Board agreed to trial audio clips for key messages

Action A demonstration of an online community and the reworked staff directory would be arranged for the June Board at 9am

Any other Business

7 Vivienne Dews provided an update on the DIAS review. In particular:

The review had covered a huge amount of work. The Communication service had not yet been resolved and until further work had been undertaken, there was little value in returning to the Board with proposals.

The team had benchmarked issues with other Government Departments. The role of an accounts manager was being explored. It was possible that this could be split into two roles; a Supplier role and a Customer coordination role. Further analysis of these roles was being undertaken.

The intent was that a paper covering all DIAS issues would be available for discussion at the July HSE Board.

Date of next Main Budget Holders meeting 16th June 2004 12 – 2pm in the Fortune Room

Date of next Finance Board meeting 15th September 2004 12 – 2pm in the Fortune Room