

Health and Safety Executive Board Minutes		HSE/04/M11	
Meeting Date:	25 August 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 Board meeting held on Wednesday 25 August 2004 in the Fortune Room, Rose Court.

#### Present

Timothy Walker  
Kate Timms  
Justin McCracken  
Alex Brett-Holt  
Nick Starling  
Sandra Caldwell  
Allan Sefton  
Jane Willis

Observer: Steve Peckitt

#### Also attending

Item 5: Julie McDougall, Paul Wilgoss  
Item 6: Vic Coleman, Mike Lacaille  
Item 7: Steve Pointer, Dawn Blair  
Item 8: Brian Etheridge  
Item 9: Shelagh Molloy  
Item 10: John McGuinness

Minutes – Rupert Lown

Apologies: Vivienne Dews, Chris Willby, Laurence Williams, Colin Douglas

#### **1 Minutes of HSE Board held on 7<sup>th</sup> July 2004**

1.1 The minutes were agreed.

#### **2 Health and Safety – oral presentation by Justin McCracken**

2.1 The incident rate is higher this year than last. No underlying reason has been identified.

The HSE targets for 2004 are;

DSE: 45 events, current total is 27

Slips and Trips: 30 events current total is 17

RIDDOR events: 10 events, current total is 5

If this continues we will not hit any of our targets for incident reduction this year.

2.2 The Board agreed to set an example by reducing their toleration of poor health and safety standards.

2.3 The Health and Safety Unit has started to send each Board member a pack of incidents within their Directorate.

**Action Board members to follow up incidents within their Directorate to ensure thorough investigation and implementation of remedial actions**

### **3 Health and Safety Annual Report 2003/04– B/04/037 Presented by Justin McCracken**

3.1 The Board considered the content of the draft annual report on health and safety performance in HSE.

3.2 Timothy Walker's introduction was to be revised to include the need for continued vigilance in tackling health and safety issues

3.3 Discussion raised the following point:

Health and safety incidents are reported to cost HSE approximately £370,000 per year. The Board questioned this figure, believing that the real figure to be higher.

**Action Justin McCracken to investigate and establish the real cost of health and safety incidents in HSE. This is to include total sickness absence cost**

### **4 Occupational Health Strategy – A Paper by John Ives**

4.1 Justin McCracken presented this paper

4.2 The priorities for HSE were detailed as wishing to:

Encourage Staff to stop smoking

Encourage responsible alcohol use

Promote drug awareness and provide support mechanisms

Promote a healthy diet and the benefits of exercise amongst staff

4.3 The Board were asked to consider providing health screening for all HSE staff, targeting the over 50's where evidence demonstrated a significant health benefit, and how to encourage staff take up of the service.

4.4 Discussion raised the following points:

4.5 Evidence of health promotion schemes showed that healthier staff tended to take up health screening

4.6 Organisations benefit if attendance at the scheme is managed, providing benefit to both the individual by encouraging a healthier lifestyle and providing the organisation with a healthier workforce with lower sickness absence

- 4.7 The Board agreed:  
To trial a scheme targeting staff over 50 years old for 3 years, (excluding staff who were already subject to health screening in order to undertake their current roles). CHSC will be asked to consider how best to help managers and safety representatives to encourage staff to take up the service. As this is a trial of a technique which HSE encourages other organisations to consider, the possibility of using research funding will be explored.
- Action: Justin McCracken to ask HSU to establish the pilot, including identifying suitable funds**
- 4.8 John Ives, Health and Safety Advisor retires in September. The Board wished to pass on their thanks for the work John had completed, leading to the improvements in HSE's H&S performance. The Board wish John a happy retirement.
- 5 Pay - Lessons learnt from the 2003 Pay round; Presentation by Julie McDougall:**
- 5.1 An overview of the significant learning points from the 2003 pay round was given. The significant learning points from the 2003 pay round, the key factors influencing the 2004 pay negotiations and preparation currently underway.
- The Board view on pay related issues, and ways in which Personnel could best support the Board, Executive and Senior Managers was sought.
- 6 Planning Overhaul - Strategic Direction Statement – B/04/043 Presented by Mike Lacaille and Vic Coleman**
- 6.1 The Strategic Direction Statement was introduced as a key aspect to influence this year's planning round. The statement will allow Major Budget Holders to distribute resource effectively between Divisions and Strategic Programmes.
- 6.2 The intent is for the statement to be an open document, the statement is currently in draft pending:
1. The SR2004 settlement; the statement is based upon a 'Flat Cash' basis
  2. Efficiency targets being set; DWP have stringent efficiency targets this year. HSE's targets are not yet known

6.3 The statement has proposed efficiency savings of £50M over the next three years of which 50% must be cash releasing to support frontline work.  
HSE must submit its high level PSA delivery plans by 24<sup>th</sup> September 2004.  
Discussion raised the following points;  
It would be helpful to define frontline activity  
HSE requires further work in identifying work which must stop  
An explanation of how the PSA targets reflect the targets for improved health and safety, their linkages to the Revitalising targets and the baseline for measurement  
The statement should include reference to how figures will alter when HMRI is transferred to ORR

6.4 The Board discussed and agreed the efficiency target of £50M over the next three years.

**Action Mike Lacaille to review the Strategic Direction Statement incorporating the revised definitions, links between targets and impact of HMRI's transfer to ORR**

**Action Vic Coleman and Mike Lacaille to prepare a short message explaining the purpose of the Statement to assist management groups to explain and implement the Statement for this year's planning round**

## **7 Stakeholder engagement plan. – B/04/038. Presented by Steve Pointer and Dawn Blair**

7.1 Steve Pointer introduced the paper, indicating that if genuine partnerships are to be achieved, a high degree of prioritisation is required. The paper proposes a top-down approach to stakeholder prioritisation and planning, beginning at corporate level before moving on to strategic programmes and geographic stakeholders. It recognises that wherever planning takes place, contacts will still need to be made at various levels in HSE, albeit in a more coordinated manner than previously.

7.2 It was suggested that the main point for consideration by the Board was the overall structure for planning and coordinating stakeholder engagement. The proposals at Annex C are intended to be a starting point to be developed. Annex D is subject to ongoing work by COI.

7.3 Discussion raised the following points;  
The top down approach must be clarified to explain the Corporate Influence and avoid confusing communication with important sector/field stakeholders.

7.4 FOD stakeholder units and RI Communication teams would value a meeting to clarify roles and actions of the stakeholder engagement plan.  
Communication Directorate were clear that the intent was not to manage all stakeholders from the top, only those of priority to HSE's business operation.

7.5 The seven groups detailed in Annex C:  
Whilst Board members could see value in engaging with think tanks, they were seen as very different to the other stakeholders and should not be chosen as top priorities.

The role of senior champions was discussed. It was agreed that champions were likely to change with time.

There are many synergies between interaction with Cabinet Office, HM Treasury and No 10. Common planning should take place to decide upon coordinated approaches. Jane Willis and Vivienne Dews will meet with Communications Directorate to take planning forward.

**Action Communications Directorate, Steve Pointer, to arrange to meet FOD, RI, HID stakeholder managers to clarify roles and responsibilities. Planning on the top 6 stakeholders to be taken forward by the staff identified with support from Communications Directorate**

**Action Steve Pointer to revise the engagement plan to combine HM Treasury, Cabinet Office and other Key Civil Service organisations**

## **8 Review of Safety Case regimes and related work – B/04/039 Presented by Brian Etheridge**

8.1 The Board was asked to discuss the proposals for a review of the safety case regime. This would allow;

1. The four main themes of the Commission strategy to be seen to be applied to the major hazards regime
2. The safety case and permissioning regime as being fit for purpose
3. Optimising opportunities to ensure common processes and approaches to safety case regimes
4. Ensure the major hazards part of our business was making an important contribution to government thinking on the future role of regulation and regulators

8.2 Discussion raised the following points;

8.3 Differences between the regimes were acceptable provided there was a sound basis for the difference.

HSE needs a public acceptance that our Major Hazard regimes are correct and transparent.

The Board was aware of NSD's note of some constraints on the safety case regime. While this will be taken into account during the review, the basic assertion that the review should not apply to nuclear permissioning was not accepted.

The review is important to ensure the strategy is applied correctly to major hazards.

8.4 The Board felt that an external member of the project team would be useful but agreed that a final decision should be left to the project board.

**Action Strategy and Intelligence Division Brian Etheridge: The major hazards directors would be asked to ensure that the strategy was being applied and to contribute to the government's review of regulators**

**Action Strategy and Intelligence Division Brian Etheridge; Distinct projects as a part of the major hazards strategic programme to be developed In agreement with Nick Starling and Justin McCracken to review the regimes**

## **9 Strategy Roadshows - An Overview - B/04/042 Presented by Shelagh Molloy**

9.1 Between March 04 and July 04, Bill Callaghan and Timothy Walker had attended 30 Roadshow sessions in HSE offices to promote the HSE Strategy and meet HSE Staff. The paper summarised feedback – broadly positive - and proposed further actions to keep up the momentum. Key issues of common concern were identified as:

1. The need to defend HSC/E's reputation against attack
2. Pay dispute
3. Working in partnership with local government
4. Getting the right mix of staff to implement the strategy
5. Resource constraints
6. Clarifying the case for health and safety
7. How the strategy will affect our enforcement approach
8. Worries about the role of inspectors
9. Concern that the strategy ignores the major hazards
10. How the new strategy relates to other health and safety strategies

Discussion raised the following points:

9.3 Approximately one third of staff had attended the events (one lesson was that it was difficult to meet all or most HSE staff). Further events must be of value to the organisation and strike the right balance between responding properly to staff wishes for more visibility of the leadership and not cutting across objectives to reduce time spent in the office by operational staff.

9.4 Follow up events were proposed to:

1. Continue staff contacts with Bill Callaghan and Timothy Walker at local and HQ sites;
2. Discuss the implications of the spending Review 2004, Injury statistics and the Strategic Direction statement; and
3. Invite Commissioners and Board members to deliver some events.

**Action Monthly meetings to be arranged for staff in Rose Court and Bootle with the DG and Chair**

**Action      A programme of visits to local offices by the Chair and DG will be arranged**

**10            HSC Science Strategy 2005 – 2008 – B/04/041  
Presented by Paul Davies and John McGuinness**

10.1          The Science Strategy was introduced as a daughter strategy of the HSC strategy and links strongly with the Strategic Direction Statement.

10.2          The strategy is also linked to the Government's Science and innovation investment framework 2004 – 2010.

10.3          Discussion raised the following points:

The draft strategy had been widely consulted upon within HSE

Greater coherence could be achieved regarding those other Government departments that also sponsor science and technology

10.4          The Board agreed that, subject to the HSC's agreement, the draft HSC Science Strategy 2005 - 2008 should be posted on the HSE intranet and web site, inviting internal and external stakeholders to comment. The Strategy will then be finalised and submitted to the Board and HSC for approval to publish in early 2005.

10.5          The Board received an overview of the forthcoming Science and Research Outlook quarterly online newsletter and interactive website due to be released on 30 September at <http://www.hse-scienceoutlook.com>.

**11            Any Other Business**

11.1          Bill Callaghan has been re-appointed as HSC chair for a further three years

11.2          A Misc paper was submitted with propose agenda items for the next 6 months.

11.3          The Board presented Kate Timms with a retirement present. They thanked her for her contributions to HSE, especially in developing HSE's links with Whitehall and Europe. They wished her a happy retirement.

**Next HSE Board meeting is 6<sup>th</sup> October 2004 in Daniel House Bootle starting at 10am**