

| | | | |
|-----------------------|----------------|------------------------|------------|
| Meeting Date: | 5 October 2005 | FOI Status: | Fully Open |
| Type of Paper: | Minutes | Paper File Ref: | |
| Exemptions: | None | | |

HEALTH AND SAFETY EXECUTIVE**Minutes of the HSE Board meeting held on Wednesday 5 October 2005
in the Fortune Room, Rose Court at 9:30am****Present**

Justin McCracken
Jonathan Rees
Alex Brett-Holt
Sandra Caldwell
Paul Davies
Vivienne Dews
Giles Denham
Colin Douglas
Kevin Myers
Allan Sefton
Mike Weightman
Jane Willis

Also attending

David Bernard (Hay Group)
Zoe Gruhn (Hay Group)
Steve Dennis
Susan MacKenzie
John Gould
Ian McConaghy

Minutes – Peter Buckley and Susan Mawer

Observers – Sam Thomson and Paul Edens

Justin McCracken welcomed Paul Edens, who works in the Better Health at Work Division and was shadowing Justin for the day. He also welcomed Sam Thomson who will replace Nicola Walters as Private Secretary to the Chief Executive.

1 Minutes of the HSE Board held on 7 September and the Action Points

The minutes were agreed and then after a discussion on the action points the following were agreed.

Action Point 1 Sandra Caldwell to circulate to all Board members by the end of the week a revised timetable for the Universal Work Recording project.

Action Point 2 Brian Etheridge would circulate a one-page summary of where matters currently rested on preparations for the Olympics 2012

Action Point 3 The action log needed updating. All Board members would send an update on the actions against their bits of the organisation to Wendy Beeston by Friday 21 October. Peter Buckley would sort out the action log, culling where necessary, and subsequent meetings would review the action log to ensure that things had been completed.

2 Objectives for the Meeting

2.1 Justin McCracken reminded the Board of the discussion and agreements at the last meeting on how the Board would now operate. The main objective for this Board meeting was to discuss how to move forward on the agenda of setting clearer direction and delivering on priorities. This could not be done in one meeting alone. But more clarity was needed in preparation for the SCS Leadership event next week.

3 Strategic Discussion: Leadership for High Performance Culture Programme – presented by David Barnard and Zoe Gruhn of HayGroup

- 3.1** David Barnard did a short introduction on the results from the 360-degree feedback done on the Board and the SCS, covering both management style and organisational climate, as follows:
- On management style, the board revered creativity amongst colleagues, was clear that it wanted to set the direction for the organisation and that it wanted to up both the performance and pace of the organisation. The board was not comfortable telling people what to do.
 - The SCS saw the board slightly differently. The SCS thought the board was more pace setting than it intended, that it was apprehensive about delegation and that showing and modelling was preferred to telling people what to do. The SCS were more positive on climate, particularly as there was a strong sense of teamwork.
 - The climate created by the board was “energy draining”. The Board members do not gain energy by pacesetting, there is an issue about the giving and getting of resources and reluctance to take calculated risks, which fed through into how performance and reward were judged.
 - At all levels in the organisation there is a lack of clarity about the linkage between individuals’ work and the high level aims of the organisation, and insufficient recognition of good or bad performance.

- 3.2** The board then had a wide ranging discussion which the Chair summed up as follows:
- What we do is more important than resolving any minor differences regarding the perceptions revealed in the 180 degree feedback
 - We need to be clear about the relationship between leadership and management, especially in the absence of a strong performance management culture
 - We need to be much more disciplined as a business in terms of expectations and accountability
 - We need to manage change more effectively and that is about setting priorities which will deliver our long-term objectives and we need to focus better on what these are and how we want to deliver them
 - Whatever those priorities are, management is needed to follow through and so deliver them
 - We need to extend this discussion to the SCS (see agenda item 5) to get a shared recognition of the leadership and management disciplines that we would like to introduce. This is about getting shared ownership of clearer priorities, accountability for delivery and doing things together.

4 Strategic Discussion: Change in HSE: Getting a Grip – presented by Susan Mackenzie/Steve Dennis/John Gould/Ian McConaghy

- 4.1** Vivienne Dews in introducing the paper made a number of points including:
- The papers show just how many initiatives are underway although even this list may not be comprehensive
 - Change is not an option. We must introduce change and we must introduce change well
 - We need to make our money go further
 - If we don’t change, we won’t succeed
 - Whatever we do must be related to achieving our business objectives
- 4.2** Steve Dennis and Susan Mackenzie added some further introductory points including:
- Even if we managed to carry out the physical and business issues identified in the paper, and do them successfully, we would still have our cultural and people issues to deal with
 - There needed to be a link between what changes we were introducing

and a coherent statement of where we want to get the business in five years time

- We also need to bear in mind that a coherent picture is needed of how internal change contributes to strategic direction
- And that whilst the Board are anxious to see change there are some serious questions about our capacity and capability to deliver and absorb change
- We need to be better at mapping local priorities against corporate priorities
- It would be helpful for the Board to be clear on how they wanted to steer and control this work and they may like to consider a sub-group to take this work forward on behalf of the Board

4.3 The board congratulated the authors of the paper – it was both informative and challenging. A wide ranging discussion of the paper was summed up by the Chair as follows:

- Yes, we do want a coherent statement and
- We want it to encompass what we are trying to achieve and
- We want to be clear about our priorities, how we will do them and to what sort of timescales and
- We need criteria against which to decide on priorities and
- We need to identify what is getting in the way, what we are committed to anyway, and what will be the impact of the change – not just in the short term timeframe but in terms of our long-term objectives for the organisation
- We then need to be able to present this clearly to ourselves as a Board/SCS initiative and then we need to present it clearly to the organisation as a whole so as to have the right impact. This presentation will need to be themed
- We need to help people by the symbolism of doing some things on different timescales or dropping them altogether
- A sub-group of the Board to take this forward would be a good idea

5 Preparation for October SCS Leadership Meeting – Justin McCracken

5.1 In the light of the two previous agenda items, the Board then discussed the draft agenda and arrangements for the SCS Leadership meeting. It was keen to ensure that the themes were the right ones and that arrangements for providing feedback from discussions captured the views owned by the groups.

The Board agreed:

- The working group would fine-tune the agenda.
- Justin McCracken would send out a note on behalf of the Board by the end of the week, setting out what had been agreed, the Board's expectations, with some pre-reading including an electronic version of the Hay Group material.

Action Point 4

Justin McCracken to send note out to SCS members by end of week

6 Health and Safety – Justin McCracken

6.1 Presenting the paper the Chair said that the format had been restructured to provide the more strategic focus the Board had asked for. The discussion on stress had been postponed until the next meeting as not all parts of the organisation had developed and discussed their action plans. Colin Douglas provided an interim report of feedback on the comments made on health and safety in HSE through the 'exchange' briefing system.

- 6.2** During discussion the Board's comments included:
- There had been some confusion about what happened to the stress action plans
 - Some Board members were not receiving copies of accident reports
 - The lessons learned and acted on following incidents was as important as the number of incidents
- The Board also discussed an approach by ROSPA inviting HSE to participate in their award schemes to mark the awards' 50th anniversary.
- Action Point 5** **Justin McCracken to talk to Peter Brown, the Stakeholder Manager, about ROSPa's offer and send a note to the Board on his conclusions.**
- Action Point 6** **All Board members to take some visible action during European Health and Safety Week to support the new approach to near miss reporting.**
- Action Point 7** **Justin McCracken to ensure a one page summary of the health and safety plan was developed to make it more accessible to staff**
- Action Point 8** **Justin McCracken to ensure HSU wrote to Board members setting out how the system for reporting accidents is supposed to operate**
- Action Point 9** **Colin Douglas to take steps to make staff aware of our internal policy on safe driving**
- 7** **AOB - Agenda for future Board Meetings**
- 7.1** The board discussed the draft agenda for the November meeting and agreed:
- To allow at least an hour at the November meeting to have lunch with staff in the Birmingham office during which board members would discuss with staff what they are proud of in their work and what bugs them – Board members would provide feedback on those discussions so a note could be sent to the staff in the Birmingham office.
 - To move the discussion on the outcomes from the SCS Leadership event forward on the agenda and to take the report on cascade briefing before health and safety
 - Not to take the planned papers on the RIDDOR review (the board would be engaged in other ways on this issue) and on the update on Hampton - that would be done under AoB if necessary.
- Action Point 10** **Board members to provide feedback from their discussions with staff in the Birmingham office to Peter Buckley by Friday 11 November.**
- 7.2** For the December meeting
- To have the substantive strategic discussion around staffing issues to include discussion on implementing the workforce strategy, geography, specialist recruitment, retirement (subject to confirmation from Vivienne that this discussion is not time critical), our relationship with HSL and a first pass on the results from the staff survey.
 -
- 7.3** Peter Buckley was asked to resolve when the next Finance Board was planned and then integrate the discussion on the legal risk register with the discussion of the overall HSE risk register.