

Health and Safety Executive Board Minutes		HSE/06/M08	
Meeting Date:	2 August 2006	FOI Status:	
Type of Paper:	Above the line	Paper File Ref:	
Exemptions:	None		

**HEALTH AND SAFETY EXECUTIVE**  
**Minutes of the HSE Board meeting held on Wednesday 2**  
**August 2006 in the Shakespeare and Hope Rooms, London**

**Present**

Geoffrey Podger  
Jonathan Rees  
Alex Brett-Holt  
Sandra Caldwell  
Vivienne Dews  
Colin Douglas  
Patrick McDonald  
Kevin Myers  
Eddie Morland  
Mike Weightman  
Jane Willis

**Also attending**

Tim Beaumont (Agenda item 2)  
Bill Tomkins (Agenda item 5)  
Stuart Clark (Agenda item 6)  
Linda Derrick (Agenda item 7)  
  
Rachael Radway (for agenda item 3 onwards)

**Apologies**

Justin McCracken  
Giles Denham  
John Ewins  
Bill Gunnyeon

**Minutes**

Peter Buckley

**1 Minutes of the HSE Board held on 5 July and the Action Points**

1.1 The minutes of the last meeting were agreed without amendment.

**2 Health and Safety – Significant Risk Areas - MSD (Paper B/06/62)**

- 2.1 Tim Beaumont introduced the paper with the following remarks:
- a. The paper formed the second part of a series of papers for the Board on significant risk areas – in this case MSD but which did not include injuries or illness arising from the use of display screen equipment;
  - b. The paper provided an analysis of when and where incidents are arising and then recommended four specific actions for approval by the Board:
    - i. Continuing to communicate effectively on MSD risks and using opportunities such as the Backs campaign planned later this year;
    - ii. Focussing on injuries which arise from loading and unloading offered the chance of some quick wins;
    - iii. Improving the occupational health management of individual cases; and
    - iv. Ensuring key staff received the appropriate manual

handling training.

2.2 The Board discussed the paper during which the following points were made:

- a. The Board commended Tim for a clear and constructive paper;
- b. Manual handling covered a range of staff not just those who might be delivering equipment or materials – for example, those who attended SHAD's or those handling bulky court papers;
- c. Involvement of our occupational health provider in developing an individual time bound rehabilitation programme agreed in advance with the individual staff member and their manager was key to keeping people in work or getting them back to work sooner;
- d. The action points were agreed with the Board looking to the Central Health and Safety Committee to ensure remedial actions are both proportionate and sensible;
- e. The Board also asked for a progress report in about 18 months time.

**Action Point 85** Central Health and Safety Unit to progress the action points detailed in 2.1 b above and to produce a progress report for the Board on MSD in about 18 months time.

3. **Agenda item 3 – November Performance Report B/06/66**

3.1 Colin Douglas introduced the paper with the following remarks:

- a. The performance report would be a short visually striking and attractive document consisting only of 24 pages half of which would be used for illustrations;
- b. The report would concentrate on, but not be bound by, what had happened in the previous financial year and would also look forward to cover three key themes for the future;
- c. It was aimed at key stakeholders who could digest it quickly and easily;
- d. The board was asked to agree to the outline content of the report attached as the annex to the paper; and
- e. To endorse the three forward looking themes suggested – enabling hazardous activities for the good of society, health, work and well-being and partnership working.

3.2 During the subsequent discussion the following points were made:

- a. The Board were very supportive of the concept of the performance report, its suggested format and the three forward looking themes;
- b. The Board asked that the proposed content of the report be reworked to:
  - i. Reduce the similarity between the annual report and the performance report;
  - ii. Concentrate less on past present and future by having fewer themes and covering what HSE and others are currently doing in key areas;
  - iii. Be more outward looking both in terms of our health and safety partners and in terms of the health and safety

system;

- iv. Enhance coverage of some of the key challenges facing HSE as an organisation;
  - v. Produce a tone which is clear about what HSE does and what health and safety is about;
  - vi. Reduce the range of issues covered.
- c. The Board also asked that the launch of the performance report and its use over the year for which it is extant be worked up in more detail.

**Action Point 86**     **Colin Douglas to modify the proposed content in the light of the board discussion and then take forward the proposal to the Commission meeting in September.**

**4**                 **Agenda item 4 – The Board’s appetite for risk**

4.1                 Geoffrey welcomed Rachael Redway HSE’s new Head of Internal Audit for this agenda item in particular.

4.2                 Vivienne Dews by way of introduction said that the item stemmed from an Internal Audit report and was meant to begin the debate about how HSE might make changes to how it managed risk and how such changes could then be taken forward. Vivienne then gave a PowerPoint presentation on the Board’s appetite for risk which covered:

- a. What is risk;
- b. Identifying and assessing business risks;
- c. Addressing those risks;
- d. Risk appetite;
- e. How HSE was doing in terms of controlling its business risks.

4.3                 During the subsequent discussion the following points were made:

- a. The killer question was whether or not HSE managed its corporate business risks intelligently;
- b. Whether HSE encouraged risk taking in the right circumstances or whether in fact HSE was a risk averse organisation;
- c. There was a mismatch between the levels of responsibility given to HSE staff in house and when HSE staff, for example, were carrying out operational work;
- d. The HSE Board needed to look again at the risk register and whether the Board was comfortable with it and whether or not it was a true reflection of the risk posed rather than a virtual one;
- e. HSE needed to look more widely at how risk was differentiated across its businesses and whether HSE could be less risk averse on issues which could impact on its reputation;
- f. Trying to tie in the management of risk with the achievement of organisational objectives could not always work;
- g. Managing hazard and the potential significance of particular events on HSE as an organisation might have advantages over a pure risk based approach.

4.4                 Geoffrey thanked Vivienne for her challenging presentation and asked that Board members come forward with specific topics that the Board

could discuss from the better business risk management perspective.

**Action Point 87** **Board members to suggest topics to Vivienne Dews that could be discussed from the better business risk management perspective – by the end of the month.**

5 **Agenda item 5 – HSE’s Charging Regimes - Paper B/06/64 (paper fully closed)**

5.1 This part of the minutes is closed.

**6** **Agenda item 6 – Delivering the PSA: Summary Performance Report for Quarter 1 (2006/07)- Paper B/06/68**

6.1 Vivienne Dews introduced the paper by observing that this was the routine quarterly update on progress against the PSA targets. The issues to note were:

- a. The Major Hazards Strategic Delivery Programme remains on track to deliver, but its status has moved to Amber/Green (from Green) due to the increasing demands on staff and skills resources from the Government’s Energy Review and the Buncefield investigation; and
- b. The Local Authorities and HSE Working Together Strategic Enabling Programme continues to make good progress resulting in a Green status, but as the formal programme draws to a conclusion, the prospects of sustaining the HSE-LA partnership and delivering the PSA through it represent a greater challenge.

6.2 The Board agreed that the report could go forward to Lord Hunt in time for the next KIT meeting with HSC\E officials subject to removal of any references to fatal accident statistics for last year.

**Action Point 88** **Strategy Planning Unit to arrange for submission of the report as amended to Lord Hunt.**

**7** **Agenda item 7 – Information Project Paper B/06/58**

7.1 Linda Derrick introduced the paper with the following remarks:

- a. The report was a structured record of the personal views of a fairly representative, if slightly top heavy, sample of information users in HSE;
- b. Most of the interviewees validated their contribution by agreeing a note of their discussion with Linda;
- c. It would have been very time consuming and in the end nugatory to check everything that people said and in any case perceptions of whether information was available at the right time in the right way and in the right format was important to capture;
- d. It was notable that the interviewees had few, if any, unmet information needs in areas such as HSE’s vision, longer term planning, HSE resources and allocating resources to priorities.

7.2 Geoffrey thanked Linda for her report and made the following comments:

- a. Linda had intentionally not been asked to validate all that was said to her;
- b. What was recorded was an eclectic mixture but the value of the work was in recording what people thought, from which a

number of common issues of concern arose such as:

- i. How to retain and utilise corporate memory;
- ii. The functionality and utility of COIN;
- iii. How best to measure cost effectiveness;
- iv. A frustrated desire to work outside silos and to share information across silos;
- v. Understanding who staff might ask to get the information that they want or need;
- vi. The HSE intranet;
- vii. How HSE measures success and the time people spend on activities;

7.3 Geoffrey asked the board to agree to the report being circulated to those who had been interviewed and the report being put on the intranet with a covering note explaining the context and what the Board proposed to do next.

7.4 During the subsequent discussion the following points were made:

- a. The search engine on HSE's intranet would be Google enabled shortly, although others had much more favourable experiences using the current version;
- b. Corporate memory (including the tacit information held by HSE staff on issues such as successes) and knowledge management were key themes which emerged and the introduction of EDRM would not solve all the problems in these two areas;
- c. The searching of the Staff Directory relied heavily on the quality of the information put on by individual HSE staff;
- d. The proposed organisational chart would help people see who does what where;
- e. It was important that the Board's response was coordinated with, and integrated with, existing workstreams such as the business improvements already planned following phase 2 of the Fundamental Review;
- f. More should be done to push information out and to better understand the barriers that prevent HSE staff pulling down the information needed.

7.5 Geoffrey summed up by again thanking Linda for her report and asked that it be sent to those who were interviewed. Geoffrey also asked Peter Buckley to draft and clear a covering note to the report taking into account the comments of the Board, prior to it being put on HSE's intranet. The note would also indicate wherein the Board's view there was a better situation than the survey appeared to suggest.

**Action Point 89 Linda Derrick to circulate the report to those who were interviewed.**

**Action Point 90 Peter Buckley to draft and clear a covering note to the report prior to it going on the intranet.**

**8 Agenda item 8 – Any Other Business**

**8.1 SCS Terminology**

8.1.1 The Board noted the new SCS terminology which was:

- a. Pay Band 3 - Director General
- b. Pay Band 2 - Director
- c. Pay Band 1 - Deputy Director

whilst recognising that there was limited provision for additional job titles such as Chief Executive.

- 8.1.2 Individual board members would ensure that the new terminology was implemented with their commands discussing particular posts such as FOD's Director for Scotland with the individual post holders.

**Action Point 91 Board members to ensure conformity with the new SCS terminology within their commands.**

## **8.2 Administrative simplification plan**

- 8.2.1 Jonathan Rees spoke to the paper circulated to board members which detailed the HSC\E simplification plan to reduce the administrative burdens placed on duty holders by health and safety requirements by 25%. The administrative burden had been assessed at £2 billion with the significant contributions coming from the risk assessment requirement of the management regulations and the gas safety regime. Although Policy Group would carry out the majority of the work required, help was needed from other parts of HSE to ensure that the programme delivered over the next 4 – 5 years. It would be helpful if Board members could help explain to HSE staff that the aim of the plan was to maintain levels of protection whilst reducing bureaucracy. The Commission were due to discuss the plan at its meeting in September.

## **8.3 Governance**

- 8.3.1 Jonathan Rees reported back on the discussions at the first meeting of the joint Commission and Executive Group charged with taking forward the work on HSC\E Governance.
- 8.3.2 The project plan foresaw consultation on proposals around mid-November. The next meeting of the group would take place after the Commission Meeting in September and would discuss a range of issues including tripartism and what a unitary body might look like taking into account the principles already agreed and articulated in HSC paper "Future Governance of the Health and Safety Commission and Executive" (HSC/06/57)
- 8.3.3 Colleen Bowen was leading on this project and would want to speak to each of the Board as a part of proceeding towards consultation.

## **8.4 Wider implications of report back on Backs! 2005 campaign**

- 8.4.1 Sandra Caldwell drew the attention of the board to the wider implications of the draft report on the Backs 2005! Campaign such as whether HSE should do fewer but bigger things and the implications for multi- topic based inspections as opposed to focused inspections. Jane Willis noted that the findings from the campaigns we had run were being fed into the forward planning for the Fit3 programme.
- 8.4.1 It was agreed that Jane Willis as Fit3 Programme Director should work with Sandra Caldwell and Colin Douglas to bring forward a paper to the October Board setting out the proposed Fit3 portfolio for 2007/08. This would invite the Board's views on a range of issues including the scale and scope of the major delivery campaigns, and the use of communications and other proactive interventions by FOD

and LAs to help deliver the targets.

**Action**     **Jane Willis to bring a paper to the October Board Meeting.**  
**Point 92**

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