

<b>Meeting Date:</b>	3 October 2007	<b>FOI Status:</b>	Fully Open
<b>Type of Paper:</b>	Above the line	<b>Paper File Ref:</b>	2007/265720
<b>Exemptions:</b>	None		

**HEALTH AND SAFETY EXECUTIVE**

**Minutes of the HSE Board meeting held on Wednesday 3 October, Hope Room, Rose Court, London**

**Present**

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

**Apologies**

Bill Gunnyeon

**Also attending**

Peter Buckley (all items), Steve Dennis, Gaynor Coldrick and Alison McKenzie-Folan (for items 2 – 4), Sarah Mallagh (for Item 4), Kevin Allars, Les Philpott, Gwyneth Deakins, Craig Bell and Ian Travers (all for items 5 and 6).

**Minutes** René McTaggart

**1 Minutes of the HSE Board held on 5<sup>th</sup> September and Action Points**

1.1 Due to the late completion of the draft minutes the Board were asked to provide written comments to the Board Secretariat.

**Action point 88 Board members to provide written comments on the draft minutes by Friday 5<sup>th</sup> October.**

**2 Agenda item 2 – Monthly Finance and Staffing update – August out-turn (Paper B/07/98– Closed)**

2.1 This section of the minutes is closed.

**3 Agenda item 3 – Workforce Plans: A progress report (Paper No B/07/102)**

3.1 Gaynor Coldrick introduced this paper with the following comments:

- a. The paper summarises progress against the 2007/08 workforce plans and proposes a way forward in the development of balanced scorecard indicators.
- b. The paper identifies areas for concern where staff/skill shortages have the potential to significantly undermine the delivery capability of HSE and the measures suggested (and being taken forward) by Division/Directorates to address these potential problem areas.
- c. The Board were asked to consider the progress report (Annex 1 of the paper), agree to the development of a 3-year plan, and provide a steer on the development of appropriate indicators for the balanced score card.

3.2 The Board thanked Gaynor for the paper and made the following comments in response:

- a. The Board supported the paper and noted the good progress that had been made in the first year against a difficult background. The Board welcomed the input of the business partners, however, time

permitting, they would have preferred to have the opportunity to comment on the development of the paper to ensure the strategic risks were comprehensively covered.

- b. The Board agreed with the proposal to develop a 3-year plan, aligned with SR2007, in conjunction with Directors with the aim of developing strategically focused plans to help ensure the delivery of future business plans.
- c. The Board agreed that the workforce plan would need to take account of the ageing workforce, skills gaps, etc.
- d. The Board agreed that the indicators for the balanced score card need to be few and straightforward. Suggestions were:
  - i. Are there the right number of staff in post?
  - ii. Do staff have the right skills sets?
  - iii. Are there shortages of skills in particular areas?
  - iv. Does HSE have a sustainable age profile?

3.3 The Board concluded the discussion by agreeing that the paper was a good catalyst for debate. Directors wanted to be involved in the development of the 3yr workforce plans.

**Action Point 93** **Gaynor Coldrick to proceed with the development of framework to help directors to develop 3yr plans and supporting workforce indicators.**

#### **4 Agenda Item 4 – Fine Tuning review – update on better segmenting our market (Paper B/07/103)**

4.1 Sandra Caldwell introduced the paper and invited Sarah Mallagh to set out what segmentation means, Jane Willis to comment on the future (post FIT3), and Patrick McDonald and Colin Douglas to comment on the research questions to be answered. In doing so the following comments were made:

- a. The Board was reminded that the work to examine segmentation built on the intervention strategy and the need to better identify which interventions work best in different circumstances.
- b. The review has found that the work being undertaken was dispersed and that lessons learned were not being shared.
- c. The review also identified the advantages of a coordinated approach to segmentation which includes the ability:
  - i. to track what action is taken to implement the priorities of the Commission/Board
  - ii. pilot and test approaches
  - iii. evaluate the effect of interventions
  - iv. spread lessons learned.
- d. It is highly likely that beyond FIT3 HSE will need to operate with less resources. Therefore, segmentation will be vital in focusing effort on interventions that best deliver the desired outcomes.
- e. The Board were asked to note the close links between the work on segmentation and proposed work to carry out social science based research to help HSE better understand what motivates duty holder behaviour and hence which interventions are likely to have most impact.
- f. The Board were asked to endorse the development of an implementation plan for the segmentation framework which relies on evidence as the basis for identifying appropriate interventions.

4.2 The Board welcomed this work and made the following remarks:

- a. The Board noted the difficulties in undertaking this work and the benefits to be gained. The Board agreed the basis of segmentation

needs to be right, relationships with target segments need to be managed, and that work that will not be taken forward needs to be clearly identified.

- b. The Board agreed that the benefits of segmentation will need to be clearly communicated to staff and stakeholders to ensure their 'buy-in' into the new framework. It was agreed that it is particularly important to ensure feedback from staff was built into any future refinements of the proposed approach.
- c. The Board agreed the need to undertake piloting exercises to test the practical application of the framework and that the pilot should be used to ensure that the practical arrangements of using the framework do not prove to be a barrier to quick/innovative interventions.
- d. The Board agreed the importance of knowing what motivates small/medium sized enterprises to change their health and safety culture so that sufficient flexibility in the approaches taken, using the segmentation framework, could be adopted.

4.3 The Board concluded its discussion by agreeing recommendations of the paper. The Board also agreed that for this approach to be successful it would need to be kept practical (i.e. avoid unnecessary bureaucracy), have staff buy-in, and would need to be reasonable in terms of the amount of evidence needed before a decision to act is taken.

**Action Point 94** Sandra Caldwell/Sarah Mallagh were asked to proceed with the development of the implementation plan for the Framework.

**5 Agenda Item 5 – Outcome of consultation exercise on proposals for revised policies for HSE advice on development control around large-scale petrol storage sites (paper no B/07/96 - Closed)**

5.1 This section of the minutes is closed.

**6 Agenda Item 6 – A study to consider Remodelling the COMAH Operational Regime (Paper No B/07/104 – Closed)**

6.1 This section of the minutes is closed.

**7 Draft Agenda for November meeting (B/07/A11)**

7.1 The agenda was agreed as drafted.

**8 Any Other Business**

Stoney Cove - Closed

8.1 This section of the minutes is closed.

Fall Arrest Equipment

8.3 Jane Willis informed the Board that a Safety Warning has been posted on the HSE website (<http://www.hse.gov.uk/falls/fixrail011007.htm>) warning against use of a specific model of falls-arrest PPE. The Warning was triggered by a fatal accident in Scotland. HSE tests in a test-house, at which the manufacturer was present, showed that the equipment failed the EN standard under which it had been CE marked. More generally, HSE was concerned about a couple of EN standards relating to different kinds of falls-arrest PPE and are pursuing these with BERR and the European Commission. Jane agreed to provide Sandra Caldwell with briefing on the issues so that SLIC colleagues could be informed.

8.4 In the absence of a standard mechanism for issuing safety alerts Colin Douglas agreed to develop a procedure for future use.

**Action Point 100** Colin Douglas to develop mechanism for issuing safety alerts.

**Action Point 101** Jane Willis to liaise with Sandra Caldwell so that SLIC can be informed of safety alert and faulty equipment.