

Health and Safety Executive Board Paper		HSE/07/10	
Meeting Date:	10 January 2007	FOI Status:	Open
Type of Paper:	For discussion	Paper File Ref:	
Exemptions:	No		

**HEALTH AND SAFETY EXECUTIVE
REPORT BACK FROM THE HR BOARD SUB GROUP**

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Cleared by Vivienne Dews on 20 December 2006

ISSUE

1. To report back from the HR Sub Group (HRSG) meeting on 8 December.

TIMING

2. Routine.

RECOMMENDATIONS

3. The HSE Board is invited to note the issues considered by HRSG and offer any additional comments or steers.

BACKGROUND

4. This paper is a summary report of the last meeting on 8 December 2006.
5. The Group were presented with an update on the implementation of the HR strategy and also asked to agree recommendations in a range of papers under the various HR project work streams. These papers were also circulated to Board members. Detailed minutes are at: -

<http://intranet/boards/hrsg/minutes/hrsgmins081206.pdf>.

ARGUMENT

Building Capacity and Managing Performance

6. **Performance Management (HRSG 01/05).** The paper reported on the current position. HR aimed to build on current work in developing a performance management culture where day-to-day activity linked to business aims and individual objectives. The aim of this work ultimately should be to improve the performance of HSE with limited resources and to create an environment where people were clear about what they are doing and why, and are given the support and development opportunities to make it happen.
7. HRSG agreed that this should be taken forward jointly with PEFD aiming for a stronger drive for performance improvement at organisational, team and

individual level. It was agreed that sample objectives drawn from business plans should be sought from the different parts of the organisation. A paper will be developed and presented at the March Board meeting.

8. **Behavioural Skills (HRSG 02/05).** The paper reported the progress made on developing a new Behavioural Framework for HSE and asked the HRSG to agree to the continuation of the work as outlined in the way forward. A workshop had been held in June, which involved staff at all Bands from various locations throughout HSE, including the SCS. Further consultation is planned with staff, senior managers and HSE TUs during the development of the framework. It was proposed for the first time to extend the Framework to the SCS but further work was needed here to understand how this linked with SCS competencies. HRSG agreed that work should continue to develop the framework building on the current model with some enhancements to it taking account of recent developments e.g. Professional Skills for Government. It was agreed the revised framework would be presented to HRSG in February 2007.
9. **Professional Skills for Government - Bands 1 and 2 (HRSG 03/05)** - The paper reported the current position on PSG within the Senior Civil Service and detailed how progress would be monitored and evaluated. It also set out the planned implementation for bands 1 and 2, optimising on the lessons learned from the SCS exercise. HRSG agreed to the rollout for bands 1 & 2, with a communications plan be drawn up for the rollout to Bands 1 & 2 and that the draft message to staff about the rollout be sent to the HRSG for their agreement.

Resourcing and Workforce Planning

10. **Recruitment of Specialists (HRSG 04/05).** The paper proposed a new model for recruiting, developing and deploying discipline specialist inspectors as an addition to the current arrangement whereby HSE maintained its specialist skills. The proposals had been prepared following discussions at the OMT, which has supported the continuation and development of the work and had identified a number of steps that should be taken to progress the work. As it seemed unlikely that any significant external recruitment would be possible in the short term HRSG considered that the new arrangements would need to be piloted by identifying internal recruits who met the criteria for admission to such a scheme. HRSG agreed that the proposals needed more work in the following areas:
 - i. How and when an internal pilot might be arranged;
 - ii. Linking this to other programmes of work and the whole change portfolio, including making best use of science
 - iii. Developing the business case and considering affordability;
 - iv. Linking to the proposals for the new Diploma.
11. **Succession Planning and Bringing Together CRGs (No paper - Oral Update).** Work was continuing on proposals for Career Review Groups and

Directorate Career Review Groups and on considering a mechanism for bringing these together to work across HSE. Information was being sought on the scope of the various groups, their membership, the mechanisms they used to consider people and the frequency of meetings.

12. **Update on the Corporate Staffing Group (CSG) (HRSG 06/05).** HRSG considered the information on the CSG which was also circulated as part of the Board's December finance and staffing report (B/06/105). The CSG was meeting weekly as it established arrangements to facilitate staff moves across HSE. A number of issues were raised around geographical hotspots and staff on the current priority list. It was agreed that CSG would consider how to encourage more movement, including by advertising vacancies. HRSG agreed that this was the current priority work for HRD.

Pay and Reward

13. **Relocation Expenses for New Recruits (HRSG 07/05).** At the HRSG meeting in October, it had been agreed to increase relocation allowances from £5000 to £8000 and to develop proposals where a relocation allowance up to £15000 could be offered for business critical, hard to fill posts. Work on this, with PEFD, was continuing and the Trade Unions were being consulted. New arrangements would not be implemented until the next financial year.

Future Priorities

14. **Taking Stock - Fine Tuning the Strategic HR agenda (HRSG 05/05).** The HRSG welcomed the paper reporting progress on the implementation of the HSE HR Strategy and seeking a steer on the priorities for 07/08 and beyond. HRSG agreed **that** the future priorities be expanded to include the following; building on the feedback from the Staff Survey; quantifying the benefits of some of the priorities (outcome/outputs); picking up on the "How and Where We Work" outcomes; Performance Improvement; improving relationships with TUs; development within a flatter more fluid organisational structure and better regulation.

CONSULTATION

15. Various stakeholders were consulted in the development of the HRSG papers - HR Business partners, HSE Trade Unions, PEFD and other D/Ds.

FINANCIAL AND RESOURCE IMPLICATIONS

16. The future costs, resource implications and affordability of the HRD programme plan for 2007/8 will be set out so that HRSG can ensure that any direct or opportunity costs likely to be incurred, including the cumulative effect of the wider programme across HSE, are considered against the business benefits and that these are in line with our priorities and financial constraints.

ACTION

17. Subject to discussion at the Board, the actions agreed by HRSG will be implemented and further work will continue as planned in the HR strategy.