

Senior Management Team Minutes		SMT/M/08/05	
Meeting Date:	6 th August 2008	FOI Status:	Open
Type of Paper:	Draft Minutes	Trim Ref:	2008/417052

**Minutes of the SMT meeting held on Wednesday
6th August 2008, Redgrave Court, Bootle**

Present

Geoffrey Podger	David Ashton	Alex Brett-Holt	Sandra Caldwell
Vivienne Carlton	Giles Denham	Steve Dennis	Patrick McDonald
Eddie Morland	Kevin Myers	Jane Willis	Kerr Wilson

Apologies

Bill Gunneyon	Gaynor Coldrick	Mike Weightman
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Also attending

Peter Buckley, Anne Robinson (for all items), David Thomas (for item 2)
Sarabjit Purewal (for Item 3), Heather Bolton (for item 4) Elizabeth Hodkinson,
TeresaQuinn and Claire Strutt (for item 5), Tim Galloway (for item 6).

Minutes René McTaggart

**1 Agenda Item 1: Draft Minutes of the SMT meeting held on
2nd July 2008 and Action Points**

1.1 The minutes and action note were approved as drafted.

**2 Agenda Item 2: Monthly Finance and Staffing update – June out-
turn (Paper SMT/08/40 - Closed)**

2.1 This section of the minutes is closed.

**3 Agenda Item 3: Performance and Risk Management report
(Paper SMT/08/41 - closed)**

3.1 This section of the minutes is closed.

**4 Agenda Item 4: Progress with Culture Work-stream within the
HWWW programme (Paper SMT/08/42)**

4.1 Heather Bolton introduced her paper and made the following comments:

- a. The information to provide this paper was gathered from the 9 workshops which were attended by 123 people. Staff had shown a good deal of enthusiasm for this work but that was equally matched by a high degree of scepticism that anything would change as a result.
- b. The work has provided some interesting results all of which were outlined in the paper. The main issues emerging (listed at para 14 and annex 4) included:
 - That staff feel that the senior managers will not take any action.
 - The operations/Policy divide is still a major barrier to effective working.

- There are a significant number of communications issues to address.
 - There is a lot of pride in the work/achievements of HSE but staff feel we do not do enough to showcase our work.
- c. The paper made a number of recommendations to address the problems raised by the workshops and the SMT were asked to agree to the establishment of a working group to take the implementation of the recommendations forward.

4.2 The SMT thanked Heather for leading this work and made the following comments in response:

- a. Geoffrey Podger welcomed the recommendations and the continuation of this work. Geoffrey, on behalf of the SMT, also endorsed the establishment of a working group to identify the best means of implementing the recommendations.
- b. It was also agreed that it was important that the implementation of the recommendations should not be too process driven.
- c. On the specifics of the recommendations the SMT agreed:
- that a single HQ should help foster a better understanding between the constituent parts of the HSE.
 - that while welcoming the opportunities afforded by a single HQ caution needs to be taken to avoid a HQ/field office divide being created.
 - As the SMT briefing sessions for staff have been widely welcomed we should build on their success. SMT members agreed they should continue to include opportunities for informal discussions with staff in our HSE offices as well as the more formal presentations. SMT agreed that informal “lunch and learn” or “coffee and cake” sessions on issues of the day should be organised in Redgrave Court before the end of the year.
 - to dedicate some specific internal communications support on the Culture workstream. The SMT therefore agreed that Vivienne Carlton and Heather Bolton should consider the specific requirement and take it forward.
 - the need to develop better mechanisms for ensuring organisational messages are cascaded to staff.
 - the need for managers (not just senior managers) to acknowledge the benefits of informal business sessions between staff.
 - that proposals for holding an ‘open day’ at Redgrave Court and proposals for organising an HSE wide Band 1 conference should be developed and implemented.
 - that support, at SCS level, should be given to the re-establishment of the Sports and Social club and in particular steps should be taken to ensure that any unnecessary barriers to activities taking place are removed.
- d. The SMT also agreed that an article in ‘Express’ should be commissioned to inform staff of the progress with the work and the proposed next steps.

4.3 The SMT concluded the discussion by agreeing the recommendations in the paper and that any additional costs should be funded from the HWWWW budget.

Action Point 33 Heather Bolton and Steve Dennis to agree financing of the implementation of the recommendations.

Action Point 34 Gaynor Coldrick to seek volunteers to join her in the re-establishment of the Sports and Social club.

Action Point 35 Heather Bolton to establish a delivery working group and report back to the SMT on progress with the implementation of the recommendations.

Action point 36 Geoffrey Podger and Vivienne Carlton to discuss and agree the job description for a (temporary) internal change manager.

5 Agenda Item 5 – Consultation on Regulatory budgets – HSE Board’s response (paper SMT/08/45 - closed)

5.1 This section of the minutes is closed.

6 Agenda Item 6: Gas Appliance Flues in ceiling voids (Paper SMT/08/46 – closed)

6.1 This section of the minutes is closed.

7 Agenda Item 7: Oral Update on the development of the new HSE strategy

7.1 Jane Willis provided the SMT with an update on the current position in the development of the Strategy which included the following points:

- a. The programme board have met twice and have agreed an outline of the strategy that officials were in the process of providing the content that would form the first draft.
- b. The work to provide the content was at a very early stage and therefore the strategy was still lacking the detail needed to enable consultation with an internal or external audience.
- c. That said, it was planned that a near final draft will be produced in time for the HSE Board’s residential meeting in October.
- d. A number of areas were already emerging where clarity in what should be delivered would be important , including: health, the LA partnership, interaction with SME and the position on public safety.

7.2 The SMT thanked Jane for her presentation and Peter Buckley for his considerable efforts in progressing the work thus far and made the following remarks:

- a. The work to develop and use the research budget needs to dovetail with the development of the strategy to ensure that any results of research do not derail the intention of the strategy.
- b. The SMT agreed that there was a need to identify who is best placed to deliver activities and then ensure that those groups – inc HSE and Local Authorities – direct their efforts to delivering in those areas.
- c. There was also a need to reflect how far the Board expect the boundaries between enforcement responsibilities of HSE and LA’s

is to be maintained – for example could some construction activities be enforced by LAs instead of HSE?

- d. The strategy needs to show the HSE's commitment to the LA Partnership while accepting that a pragmatic approach is needed to identifying projects and LAs to commit resources to.
- e. The SMT agreed that a more effective means of communication with SME's needs to be identified and form part of the strategy.
- f. The SMT noted the views of some Board members that HSE could change its priorities in terms of occupational health especially as HSE's primary role was prevention of occupational accidents/ill health and not the cure.
- g. The SMT agreed that occupational health was an area that some changes could sensibly be made but at the same time there is a need to continue in other areas where HSE has a clear role to play and this role needs to be clearly expressed.
- h. The SMT agreed that engagement with staff is a vital part of the development of the strategy but that it should only be done once a coherent draft, that contains the bulk of the content, has been produced.
- i. The SMT agreed that as part of involving staff the SCS should be given the opportunity to consider a draft. This should form part of the wider approach of ensuring the strategy can stand up to internal challenge so that staff can feel ownership of the strategy.

7.3 The SMT concluded the discussion by agreeing that the implementation of the strategy is key to its success and therefore a clear plan of how it is to be implemented is needed before the strategy is published. The SMT also agreed that it was important to ensure that there is the correct balance between programme and core work in implementation of the strategy.

Action point 39 David Ashton to explore the scope of moving enforcement boundaries on construction sites.

Action Point 40 Peter Buckley to arrange for the SCS to consider a draft of the strategy at the leadership event planned for 12th September.

8 Agenda Item 8: Agenda for the September meeting

8.1 The SMT agreed the agenda subject to the deferral of item 5 (Legal Risk Register) until a later meeting.

9 Any other Business

9.1 Performance Report

The SMT agreed that a 2007/08 performance report should be produced.

Action Point 41 Vivienne Carlton to reconsider the format and present concepts to the SMT.

Below the line papers

All below the line papers were cleared as drafted.