

Senior Management Team Minutes		SMT/M/08/01	
Meeting Date:	2 <sup>nd</sup> April 2008	FOI Status:	Open
Type of Paper:	Minutes	Trim Ref:	2008/179215

**Open Minutes of the SMT meeting held on Wednesday  
2<sup>nd</sup> April 2008, Hope Room, Rose Court, London and by video  
conference link to Redgrave Court, Bootle**

**Present**

Geoffrey Podger	Sandra Caldwell	Alex Brett-Holt	Vivienne Carlton
Gaynor Coldrick	Giles Denham	Steve Dennis	Vivienne Dews
Patrick McDonald	Eddie Morland	Kevin Myers	Jane Willis
Mike Weightman	Kerr Wilson		

**Apologies**

Bill Gunneyon

**Also attending**

Peter Buckley (all items), Alison McKenzie-Folan (for Item 2), Jenny Eastabrook and Chris Simon (for Item 5)

**Minutes** René McTaggart

**Introduction**

Geoffrey Podger formally welcomed the Senior Management Team (SMT) to their first meeting following the merger of the HSE and HSC on 1<sup>st</sup> April 2008. As part of the creation of the SMT Steve Dennis (Finance), Gaynor Coldrick (Human Resources) and Kerr Wilson (Pesticides Safety Directroate) were all warmly welcomed as new members of the SMT.

**1 Agenda Item 1 – Draft Minutes of the HSE Board held on 5<sup>th</sup> March 2008 and Action Points**

1.1 The minutes were approved subject to a minor amendment to para 5.2 to record that a clear definition of ‘information’ and ‘guidance’ needs to be provided to the contact centre.

**2 Agenda Item 2 – Monthly Finance and Staffing update – February out-turn (Paper SMT/08/01 Closed)**

2.1 This section of the minutes is closed.

**3 Workforce Strategy for 2008 to 2011 (Paper No SMT/08/02)**

3.1 Gaynor Coldrick introduced the paper and made the following comments:

- a. The purpose of the paper was to provide the SMT with the opportunity to comment on a range of corporate workforce issues.
- b. The SMT were advised that the Annex to the paper detailing corporate issues had been drafted and agreed with SMT members.
- c. The SMT were now being asked to comment on and support an initial set of proposed actions to address some of the issues identified.

3.2 The SMT thanked Gaynor and her team for their introduction and for the high level of engagement with SMT members in developing this paper.

### 3.3

The SMT made the following comments in response:

- a. The SMT agreed the paper captured the main workforce issues facing HSE but recognised that more needed to be done to identify how to address these and associated risks to the business. To do this the SMT agreed the need to:
  - i. consider the priority areas for recruitment.
  - ii. identify a range of mechanisms for recruiting staff into priority areas.
  - iii. be selective about the posts that will be filled while ensuring there are sufficient staff to deliver critical business work and objectives.
  - iv. ensure that HSE makes the best use of new and existing staff who have specialist knowledge and skills including managing career paths.
  - v. consider the scope for moving staff expertise within the organisation (e.g.: better use of project/matrix working).
  - vi. Review the existing banding arrangements (in the widest sense) and consider how they might be restructured to meet recruitment needs; including the creation of professional job bands.
- b. The SMT agreed that to deliver the strategy the HR recruitment team would need to be more adequately resourced.
- c. The SMT agreed not to over rely on the 'grow your own' specialist initiative and to consider other actions e.g. establishing links with Universities.
- d. The SMT agreed that despite best efforts HSE is likely to be significantly under staffed in the short term due to the effects of HWWW. As a result, it also agreed that alternative plans for delivering priority work e.g. dual running need to be developed as part of the workforce strategy.
- e. While the SMT accepted that the paper was produced to address the shorter term staffing needs, it agreed that a longer term view should also be developed.

### 3.4

The SMT concluded the discussion by agreeing that it will be difficult to deliver the workforce strategy and that it will take time to put in place the right measures to recruit staff. The SMT also recognised that there is not a 'one size fits all' solution to HSE's recruitment needs and welcomed the opportunity to work as a group to resolve common problems.

#### **Action Point 20**

**Gaynor Coldrick to produce a further paper refining some of the key workforce issues discussed including business risks and banding issues for consideration by the SMT.**

#### **Action Point 21**

**D/Ds to continue to manage their own specific workforce issues and come back to the SMT with any common concerns.**

### **4**

**Agenda Item 4 – A People Strategy for HSE (Paper SMT/08/05 - Closed)**

#### 4.1

This section of the minutes is closed.

### **5**

**Agenda Item 5 – BRE/NAO Report on HSE's Hampton Implementation Review (paper SMT/08/03)**

#### 5.1

Giles Denham, Jenny Eastabrook and Chris Simon introduced the paper with the following remarks:

- a. In line with the new Governance arrangements the SMT was asked

to clear the proposed HSE Board paper so that it could be submitted to the meeting on 24<sup>th</sup> April.

- b. The SMT were reminded that they had already endorsed much of the work being undertaken to ensure HSE was Hampton compliant.
- c. The SMT were also reminded that work was outstanding on advice and guidance as, while the basics have been completed, more work is needed once the evaluation of the Workplace Health Connect project has been finished.
- d. The SMT were therefore asked to provide any views on the paper and the proposed communication plan prior to submission to the HSE Board.

5.2 The SMT thanked Giles, Jenny and Chris and made the following comments in response:

- a. The SMT agreed that the HSE Board paper was a good and concise paper which provided exactly the right level of detail to allow the HSE Board to have useful discussion.
- b. The SMT also agreed that, to avoid the need for a further action plan, the HSE Board paper should be used as the HSE's response to the BRE/NAO report.

**Action Point 23** Jenny Eastabrook to submit the paper for discussion at the 24<sup>th</sup> April HSE Board meeting.

**6** Agenda Item 6 – Follow up from the HSC Residential meeting (Oral Update)

6.1 This section of the minutes is closed.

**7** Agenda Item 7 – Organisation of visits to HSE offices by SMT members -'Road-shows' (Oral Update)

7.1 This section of the minutes is closed.

**8** Agenda Item 8: Preparations for the HSE Board meetings in April and May

8.1 Peter Buckley outlined the proposed agendas and the arrangements for the April and May HSE Board meetings and made the following points:

- a. As there was in-sufficient time to clear all the HSE Board papers for the April meeting with the SMT it was proposed that the new arrangements should come fully in to force for the May meeting.
- b. The SMT were reminded of the Chair's wish to ensure that the meetings were as open as possible so officials will need to consider the content of papers and how the information is presented.

8.2 The SMT thanked Peter and made the following comments in response:

- a. The SMT noted the proposed paper by Judith Donovan on agriculture and agreed that there was no reason why she, as a member of the HSE Board, could not propose a paper without clearing it with the SMT. That said, it would be appropriate for the SMT through Geoffrey to give a view on their delivery.
- b. The SMT agree that the finance and staffing papers should remain closed but that a short, open, covering paper could be provided. It was also agreed that in addition to the report on out-turn/forecasts that a paper was needed on allocations and the proposed business plan for the April meeting.
- c. The SMT also agreed that all HSE Board papers should be closed until cleared by the SMT.

- d. The SMT asked that once the April meeting had passed that new instructions to staff be produced that reflect any views from the HSE Board on the new paper format.
- e. The SMT suggested that the views of the Chair should be sought on the HSE Board to receiving a quarterly update on the health and safety performance of HSE as an employer.

**Action Point 25**     **Steve Dennis to produce a paper on allocations and the business plan.**

**Action Point 26**     **René McTaggart to produce new instruction to staff on the production of HSE Board papers**

**Action Point 27**     **René McTaggart to seek the view of the Chair on the need for H&S updates for the HSE Board**

**9**                    **Agenda Item 9: Draft Agenda for the May meeting**

9.1                  The Agenda was approved subject to the addition of the HSE board papers to be cleared.