Status: Fully Open	**Agenda number: B/07/72 – Annex 5**
	Meeting Date: 4 July 2007
Intranet embargo: None	**Type of Paper: Annex**

HEALTH AND SAFETY EXECUTIVE

The HSE Board

B/07/072: ANNEX 5 – MBUS Benefits, Costs and Benefits Realisation

Issue

1 This Annex summarises the benefits and costs arising from the MBUS project and our plans to manage the realisation of the benefits.

Background

2 HSE spends about £37m per annum on commissioned S&T and a similar amount on in-house S&T staff to identify and deliver its business priorities so even modest efficiency gains could yield worthwhile benefits for us.

3 The baseline for MBUS is the Nick Ville study which identified areas for improvement in HSE's use of S&T. Mike Weightman's (Phase 2) team brought forward recommendations to deal with these issues and the HSE Board established the MBUS project to implement them. Although benefits realisation was an important consideration in these early stages of the Fundamental Review it was not formally costed and set out.

Summary of benefits and costs

Benefits:

4 The Economics Advisory Unit's analysis of the impact of the measures proposed by the MBUS project (Appendix 1 of this Annex) puts the potential value of the benefits for commissioned S&T in the range £0.9m to £1.5m per annum once the measures are fully established. This is 2.5% to 4% of the Science budget.

5 For money spent with HSL we would get more science for the expenditure through better targeting of resources, reduced wastage and an improved knowledge base. However, as the benefits feed through to improved delivery and achievement of business targets HSE will be better able to identify areas for releasing funds. Importantly we would also be better able to cope with any reductions in S&T staff as part of wider measures needed to cope with the financial constraints arising from SR2007.

6 For extramural science we could again get more for our money or instead release the cash equivalent to £175 to £300k per annum.

7 The Phase 2 MBUS team envisaged efficiency gains from streamlined management arrangements and reduced interface costs within the STG. They assumed an STG of 225 non-HSL staff and an efficiency saving of 5% resulting in a benefit of 2475 days (11 staff-years). This benefit would not normally be cash releasing but the team also saw the possibility that some (up to half of this freed-up time could be used to help HSL meet its business for external business (equivalent to about £750k per annum).

8 We have proposed a smaller STG than the Phase 2 team with about 130 non-HSL scientists. Using the same assumptions, efficiency gains of up to 1430 days (6.5 staff-years) could be achieved. If some of this was used for HSL business it could eventually bring in £300k per annum (500 staff-days). But it would take time to learn how to build up this capability and we anticipate benefits of about £60k in 2008/09 rising to £120k in 2009/10 and £300k in 2010/11.

9 We have not attempted to quantify the benefits arising from improved professional management and career paths for science staff.

Costs:

10 We estimate the cost of managing the MBUS project to be about £365k to date (range £340k - £405k). These are opportunity costs arising from the management of the project and its associated workstreams, mainly staff costs.

11 We estimate the cost of setting up the MBUS changes is about £350k (range £320k - £410k) and thereafter the annual cost will be about £300k (range £285k - £300k).

12 Most of the setting up costs are sunk costs and the running costs are mainly opportunity costs. MBUS does not require extra staff but we do need people to do things differently to achieve the benefits.

13 The costs associated with setting up the changes proposed through the MBUS project, the annual running costs of the measures and the costs of running the MBUS project are set out in Appendix 2 of this Annex.

Benefits realisation

14 To ensure that the potential benefits from MBUS are actually realised we have developed a benefits realisation package using benefits management techniques recommended by Business Services Division's Corporate Portfolio Management Team.

15 The MBUS Project Board and a stakeholder working group developed a benefits map for the project and used this to draw up the benefits scorecard *– (see Appendix 3 of this Annex)*. The scorecard identifies measures and targets so

we can monitor our progress towards achieving the key objectives and deliverables of the MBUS project. We will continue to develop and refine the benefits realisation plan as the project develops over the coming months.

16 Before the MBUS project is formally closed we will identify owners and managers for each benefit who will be responsible for delivering them. The process will be overseen by the Science sub-group of the HSE Board. As part of their on-going responsibility for directing HSE's S&T.

Appendix 1 - MBUS BENEFITS ANALYSIS by EAU

Summary

The benefits arising from the MBUS project fall into 3 categories:

- Improvements in the efficiency and effectiveness of commissioned S&T equivalent to £0.9m to £1.5m per annum with £175k - £300k cash-releasing
- Other efficiency gains from in-house science resources equivalent to £60k in 2008/09 rising to £120k in 2009/10 and £300k in 2010/11,
- Other improvements in HSE's culture, behaviours and reputation for S&T – not quantified

Many of the benefits arising from MBUS will be cultural, intangible and very difficult to quantify with confidence but we can be confident that the benefits we can quantify outweigh the set-up and running costs for the changes. We will start to realise in 2008/09 when new planning, governance and organisational arrangements come into force but the full potential will only be realised in the following year when they have become properly established.

Background

Initial cost benefit analysis of current proposals

The objectives of MBUS include:
Ensure the full use of science provided to achieve value for money and reduce waste by:

- Improving the quality of science provided to HSE/C
- Improving the timeliness of the science provided
- Improving project management standards

Ensure that HSE has the right skills and standards available in its scientists by

- Improving the career structure of scientists in HSE
- Improving the management structure

There are 4 main work streams in MBUS which are described below. For the indicative cost benefit analysis I have analysed the four most important work streams.

1 PLANNING

Objective:
S&T will be at the heart of our business model, including strategic planning, with resources aligned with agreed business needs.
Baseline:

- Lack of a business needs-related S&T strategy (for short/medium/long term) overall and for individual programmes
- S&T staff not properly involved in planning

Initiatives:

- New planning framework (3-5 year plans linked to HSE's corporate plan)
- Facilitated workshops to develop content of S&T plans

2 GOVERNANCE/FINANCIAL MANAGEMENT

Objective:
Improved management of the commissioning, procurement and deployment of S&T resources, at both programme and project level; including an appropriate challenge function ensuring the quality and value-for-money of S&T spend.

Baseline:

- Some S&T not linked to business priorities
- Work not completed and some work not really put to use. Waste
- Procurement of S&T fragmented - lots of small ad hoc projects

Initiatives:

- Science sub-group of the HSE Board set up to oversee S&T
- New governance framework/procedures clear roles/responsibilities and improved challenge function
- Delegation of S&T budgets so that authority to commit spend is with people responsible for delivering HSE's priorities
- New partnership arrangements with HSL (see below for a more detailed explanation)
- Improved use of reactive support

3 ORGANISATIONAL STRUCTURE and MANAGEMENT ARRANGEMENTS

Objectives:
Structures will be simpler and organisational barriers removed.
HSL will be involved earlier and more effectively in HSE's decision making on HSE's S&T needs and how resources are deployed.
The S&T community will have strong professional leadership with the Chief Scientist and science coordinators having authoritative roles.
Career paths are clearly defined and incorporate actively managed development opportunities for S&T staff.

Baseline:

- Not clear how some S&T staff spend time - work not linked to HSE priorities
- Limited movement of S&T resource to meet changing business needs (How is this going to improve if budgets are devolved?)
- Overcomplicated management arrangements
- Poor management of professional needs and careers
- Shortage of skilled staff in key areas
- Audit fatigue - repeated audits of S&T staff but little action

Initiatives

- Establish STG for corporate science
- Explicit closure of the S&T Pooling Pilots exercise (a previous initiative)
- Establish framework for managing professional needs - in particular the role of Senior Science Advisors (SSAs)

4 COMMUNICATION

Objective:
People across HSE/HSL are involved in the development and implementation of the various programmes of work and are kept informed of progress.

Baseline:

- Limited communication with staff on S&T matters
- Intranet underused and out of date

Initiatives:

- Targeted emails/intranet site developed
- Chief Scientist Road shows
- S&T Intranet community site
- Training/briefing on new planning/governance arrangements under development and linked to future new IT system

PARTNERSHIP WORK WITH HSL

These work streams are underlined by a new partnership with HSL.
The current working arrangements with HSL have let to a number of concerns:

- problems with delivery of work to costs/deadlines
- HSL's work (delivery) not aligned with priorities
- High management overheads associated with dealing with large number of small projects
- HSL not involved in identifying S&T priorities
- HSE customers have little appreciation of the cost of the work (free goods mentality)

In the new partnership HSL are closely tied into the S&T planning framework. We are trying to cut down management overheads by procuring work in 3 or 4 large packages against which individual projects can be specified with less bureaucracy although management of individual projects is still necessary to bring them in to time and cost) Trying to cut down waste from projects not focused on priorities or work initiated, but then abandoned, form work completed but then not used effectively.

CURRENT INEFFICIENCIES LEADING TO SUB-OPTIMAL USE OF SCIENCE – COMMISSIONING OF PROJECTS

HSE commissioned science

1. Reduction in number of projects which are not used effectively

Currently there is a large number of small projects (mainly HSL commissions) which are not used effectively in the policy making process. This includes:

- Evaluations where the project specification is not sufficiently well determined to achieve the objectives of an evaluation.
- Projects (evaluations as well as other research projects) where the outcome is of very low quality due to various reasons.
- Projects where specifications are too narrow to be of wider use to HSE.

2. Results of projects are not sufficiently well disseminated

- Project managers either do not have sufficient knowledge of HSE business to ensure that all relevant parties know about the project.
- Project managers have not involved the relevant science and analytical science in the dissemination of the project.

3. Research commissioned by other bodies than HSE

Results not disseminated in HSE

- HSE/HSL scientists and analysts do not have sufficient time to study and read projects commissioned by third parties.
- HSE/HSL scientists and analysts do not disseminate the results because:
  - They don't have sufficient time
  - They don't know the breadth of HSE business and / or who would be interested in the results.

CURRENT INEFFICIENCIES LEADING TO SUB-OPTIMAL USE OF SCIENCE – INTERNAL S&T PROVISION

Due to existing organisational barriers and management inefficiencies the internal production and use of knowledge is not as efficient as it could be. While there may be additional inefficiencies in HSL it is cautious to propose that there are no additional quantifiable benefits within HSL.

Within HSE there are a number of scientists and analysts whose productivity may increase due to the proposed changes. Academic research has shown that performance increases with increased control over workload. The proposed changes will have to address control and give the individual scientist in their workplace more control. These potential benefits have not been quantified.

Description of potential benefits

The realisation of benefits is based on two assumptions:
There are tangible and quantifiable benefits from the MBUS project assuming

- Science is and will be used in policy making influencing the decisions taken.
- Benefits of a science project are at least equal to its costs if it is managed efficiently and disseminated to best use.[1] This includes the assumption that the current system leads to suboptimal management and dissemination of results.

The benefits consist of a reduction of inefficiencies as described above. Each of the measures proposed contributes to reduced inefficiency, to different degrees.

FACTUAL BACKGROUND

HSE research is commissioned by:

- Inspectors (mainly reactive research to support investigations)
- Staff in policy group (to support the development of policy, incl evaluation)
- Analysts in CoSAS (to support policy development, evaluation)

Any commission of research has to go through the 4 science co-ordinators who support the 4 main programmes (Mandatory, Fit3, Major Hazards and OURS)
HSE administrative resources spent on project management

- Procurement – 2 FTE in BSD but in approvals/monitoring systems there are more.

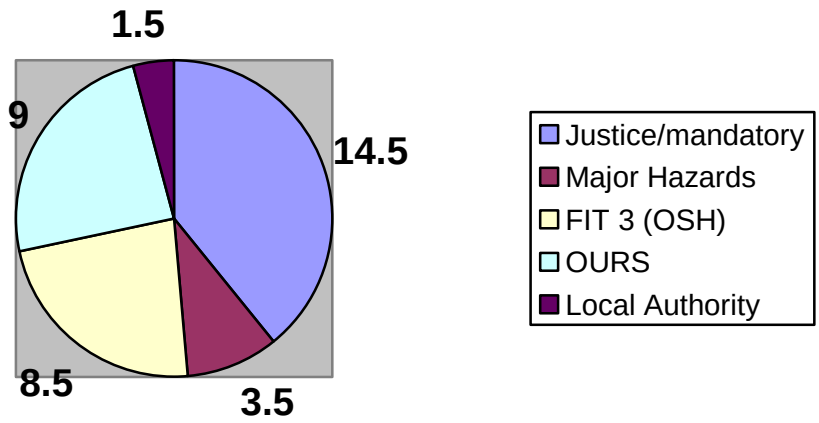
[1] This could be calculated in the costs HSE would occur if it attempted to hire staff to conduct the research. This is not done in this paper.

- 12 Project Officers (approx) monitor the contracts
- 2 people in CoSAS oversee the budgets and provide challenge
- 1 person in CoSAS provides some support to Chief Scientist -monitoring use of S&T

HSL administrative resources:
19 FTEs in financial section dealing with accounting, sales and procurement.

HSE total commissioned science spent:
HSL = £30million approx (steady)
Extramural = £7million approx (and falling)
Of this:

Distribution of science spent, HSE, in £ million



A total of 650 S&T staff are employed across HSE (excluding HSL) which is 20-25 % of staff resource.
An estimated 15-20% of HSL's work (£4.5 to 6 million) is truly reactive support. A further 20-25% (£ 6 to 7.5) is operational research i.e. research originating from reactive work or maintaining capability/competence to do reactive work or dealing with ad hoc queries work requiring <1 days activity)
There is some extramural reactive - ~£150k with SERCO (Framework Agreement) and about £15k with miscellaneous experts when HSE/HSL don't have that expertise

CALCULATION OF THE BENEFITS

The total benefits are estimated to be 2.5 to 4% of the science budget, i.e. £ 900k to £ 1.5 million. This is a cautious estimate based on the application of findings of a recent study in the NHS. In this study there was evidence of a positive impact on productivity arising from improving management and control. The following table summarises the estimated benefits. It combines the work streams with the three problem areas and gives the estimated benefits in £k and per cent of the total benefit. The annex contains the detailed calculation of the benefits.

Table 1: Benefits arising from the proposal, quantitative assessment - All figures and totals rounded

	HSE research : Projects used more effectively	HSE research: Results well disseminated	Third party research: Results not disseminated in HSE	Total
Planning	£110k to £200k 12.5%	£110k to £200k 12.5%	n.a.	£220k to £400k 25%
Governance/financial management	£135 to £225k 15%	-	n.a.	£135 to £225k 15%
Organisation structure and management arrangements	£ 50 k to £75k 5%	£ 100 k to £150k 10%	£ 100 k to 150k 10%	£250k to £375k 25%
Communication	£ 50 k to 75k 5%	£ 50 k to 75k 5%	£ 50 k to 75k 5%	£150 to £225k 15%
Delivery	£ 50 k to 75k 5%	£ 75 k to 110k 7.5%	£ 75 k to 110k 7.5%	£ 200k to £300 k 20%
Total	£ 400k - £ 650k 42.5%	£ 300 k – £ 525k 35%	£200k - £ 325k 22.5%	£900k - £1.5 m 100%

Table 2: Benefits arising from the proposals, qualitative description

	HSE research : More projects used effectively/reduced wastage	HSE research: Better dissemination of results/knowledge	Third party research: Better dissemination in HSE	Improved internal efficiency of HSE staff
Planning	• Raised quality of specification esp objectives of project. • Improved usability of results. • Higher probability of achieving timely outcomes as contractor (incl HSL) is clearer about objectives. • Reduced number of projects as more proposals will fail the criteria.	• Higher quality results. • Analysts more confident in disseminating them. • Project plan to include a comprehensive and challenged dissemination plan.	n.a.	• Improved knowledge by analysts as number of projects reduced.
Governance/ financial management	• Reduced number of projects going forward. • Improved incentives to reduce waste.		n.a.	• Improved knowledge by analysts as number of projects reduced.
Organisation structure and management arrangements	• Improved control and time management of HSE/L analysts and scientists. • Leading to improved project management. • Reduced number of projects going ahead.	• More efficient use of analysts time • Improved knowledge of projects	• More efficient use of analysts time • Improved knowledge of projects	• Increased control over workload
Communication	• Improved knowledge of project management procedures – leading to less wastage/nugatory work	• Improved knowledge of results of projects. • Improved policy making due to better use of evidence.	• Improved knowledge of results of projects. • Improved policy making due to better use of evidence.	• Reduced overlap between scientific and analytical work areas.
Delivery	• Learning from improved project management. • Use of existing evidence in future project management	• Improved policy making due to better use of evidence.	• Improved policy making due to better use of evidence.	• Improved skills due to learning from research projects.

Appendix 2 - **TABLE OF COSTS ASSOCIATED WITH THE MBUS PROJECT**						
Workstream	**Description of cost**	**Assumptions**	**MBUS cost**	**Setting up cost**	**Running cost**	**Comments**
MBUS Project management	Project Board meetings	10 x 3 hour meetings each with 3 hours prep and follow up (8 members plus secretariat)	£50k Range £45k-£55k			
	Project managers time	B1 Full-time from Oct – July	£110k			
Planning, governance and financial management workstreams	Workstream managers' time	SCS – 50% of time for 6 months and B1 – 15% of time for 3 months	£50k Range £45k-£55k			
	External facilitation of planning pilot	Tendered contract		£45k		Already spent – managed by a modest re-prioritisation of CoSAS Admin. budgets
	Planning pilot workshops	2 x planning meetings (1 day each) for 30 HSE staff Managing pilot + work on Statements of Need etc. (approx.60 days)		£25k Range £20k-£30k £25k		While some of the work on developing Statements of Need and draft plans would have been done anyway – the cost (all opportunity cost) is given as part of the set-up cost as it would not have been done at the depth required in the pilot areas nor at this time

Appendix 2 - **TABLE OF COSTS ASSOCIATED WITH THE MBUS PROJECT**						
Workstream	**Description of cost**	**Assumptions**	**MBUS cost**	**Setting up cost**	**Running cost**	**Comments**
	Roll out of new science planning arrangements	One-off costs of briefing etc: (0.5 day – 40 people + 10 days preparing instructions/training materials) and external facilitation Work on developing statements of science needs (50-75 days) + consultation (60 days) + producing science strategy/plans (50-75 days) + workshops (6? one-day events of 30 people) – all based on B3 average + 20-30 days of SCS input		£45k	£120- 140k per annum (Not additional cost) £15k per annum	All parts of HSE's business will need to establish their business objectives as part of corporate planning – not costs to be captured here. Extent of cost of pre-existing science planning is unknown and unquantifiable (but is significant – including producing the 2005/08 strategy, producing annual plans, running *ad hoc* review groups in 2006/07 etc.). The running costs identified are for new arrangements as replacements for pre-existing processes. Best estimates are that this cost is not likely to be higher than costs of pre-existing arrangements which will be suppressed.

Appendix 2 - **TABLE OF COSTS ASSOCIATED WITH THE MBUS PROJECT**						
Workstream	**Description of cost**	**Assumptions**	**MBUS cost**	**Setting up cost**	**Running cost**	**Comments**
						These are averaged annual running costs across the 3-year planning cycle mainly picked up in the 4 main business areas. One would expect additional time in preparing the original 3-year plan/strategy and proportionately less in the two subsequent 'refinement' years.
	Science sub-group of the HSE Board	4 x half day meeting + prep for 10 SCS equiv plus secretariat		£5k	£25k per annum	First meeting - residential and facilitated. Other meetings - videoconference.
	Devolving S&T budgets	Set up budgets + 1st yr central oversight Staff costs for Profiling, management and resolution of problems		£10k	£25k per annum	
	HSL partnership	Ownership Board now the Partnership Board – no increase in cost.		-	-	

Appendix 2 - **TABLE OF COSTS ASSOCIATED WITH THE MBUS PROJECT**						
Workstream	**Description of cost**	**Assumptions**	**MBUS cost**	**Setting up cost**	**Running cost**	**Comments**
	Roll-out new science management and commissioning arrangements	Separate costs identified for specific annual planning process (20 days at average B2 salary) and meeting of Portfolio Management Group (12 meetings of 10 people – 2 hours by video at average B1 rate)		£20k £30k		New arrangements will tighten existing processes reducing management time overall. But not possible to calculate the likely effect in any detail as no time recording information on this is available for HSE.
	Commissioning, managing & evaluating S&T	No extra posts created but people will work differently to deliver the benefits Training in contract management (30 people – 2 days at average B3 level + facilitation costs)		£30k Range £25-35k		Science Business Partner and team will support senior team in the 4 HSE Business areas. This additional level of involvement should be compensated by the greater definition of need and specification which will flow from the new planning arrangements
	Briefing on governance procedures	2 hour briefing for 500- 1000 people (B2/3)		£100k Range £75 - £150k		

Appendix 2 - **TABLE OF COSTS ASSOCIATED WITH THE MBUS PROJECT**						
Workstream	**Description of cost**	**Assumptions**	**MBUS cost**	**Setting up cost**	**Running cost**	**Comments**
Organisational Delivery workstream	Workstream managers' time	B2 full-time for 6 months and B1 20% for 3 months	£70k Range £65-75k			
	Initial meetings with stakeholder management teams	8 x 2 hour meetings plus prep with SCS and B1s	£10k Range £10k - £15k			
	ODWG	3 x full day meetings plus prep and follow-up	£20k Range £15k - £25k			
	Setting up STG and CSAG	No new posts created		£15k		Ensuring admin support in place - some loss in efficiency initially
	Meeting professional needs	3 x SSAs (B1 level) for 25% of time			£100k per annum (but not extra posts)	
Communications workstream	Workstream managers' time	B3s - 50% for 6 months	£25k £20k - £30k			
	Input from COI consultant	10 days @£~1k/day	£10k			
Other HSE inputs	BSD support for MBUS		£15k			Help with Project Management – planning and benefits
	Internal comms support for MBUS		£5k			Input to comms strategy and development of Intranet site

Appendix 2 - **TABLE OF COSTS ASSOCIATED WITH THE MBUS PROJECT**						
Workstream	**Description of cost**	**Assumptions**	**MBUS cost**	**Setting up cost**	**Running cost**	**Comments**
TOTALS			**£365k** **Range £340k - £405k**	**£350k** **Range £320k - £410k**	**£285k - £300k per annum**	Project costs/setting up costs already spent & running cost is opportunity cost – no new staff needed
Improving reactive support project (carried out in 06/07)	Project manager's time	B1 full-time for 9 months	£100k			
	Working group	6 x meeting + prep for 10 people B1/2	£30k Range £25k - £40k			
	Upgrades to PROMIS IT system			£25k		

NOTES:

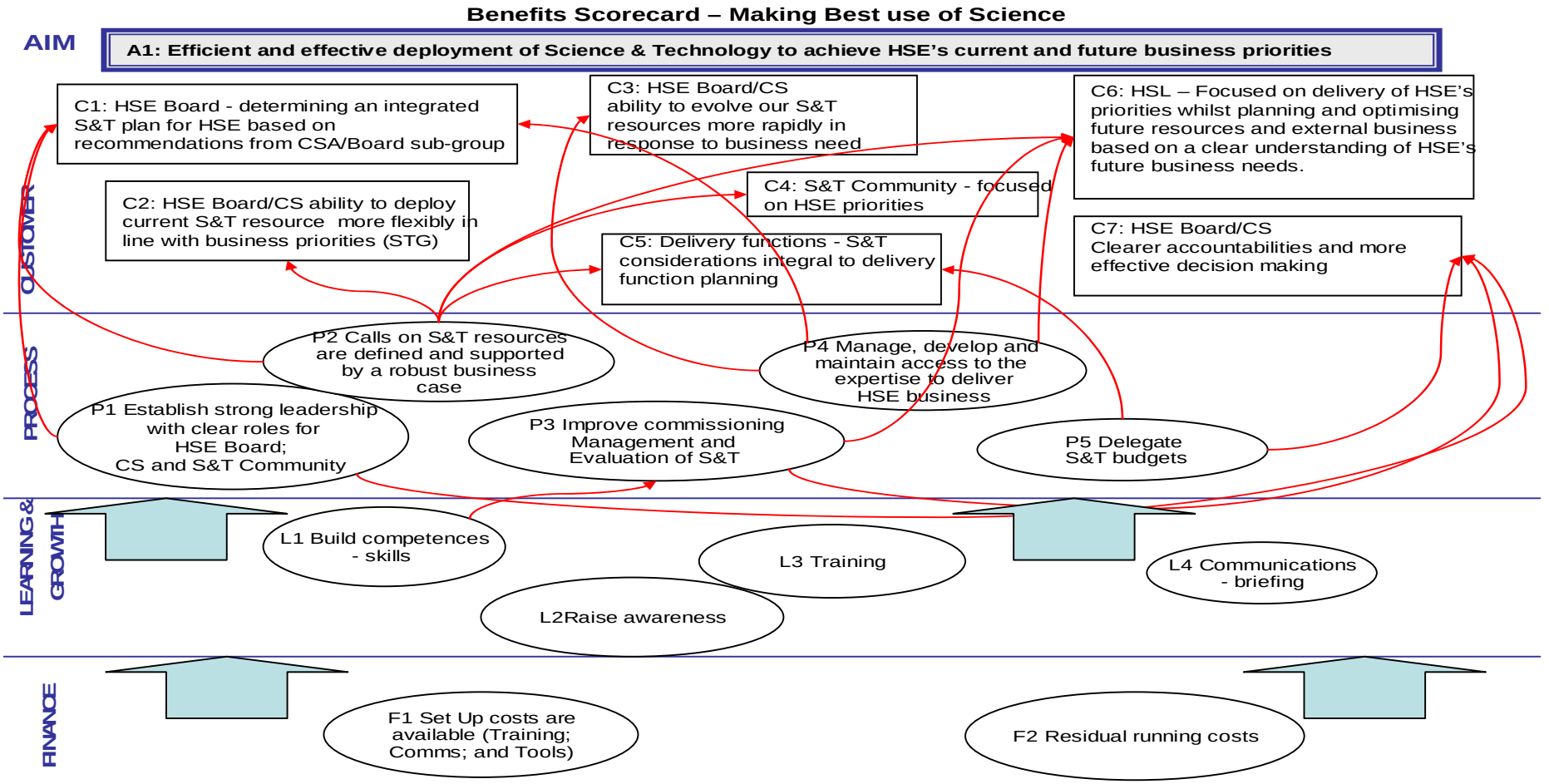
Staff cost estimates based on PPFD's full economic costs ready reckoner (June 07)

Not included:

1 Upside implementation – separate project
2 Chief Scientist's road shows – MBUS used these on an opportunistic basis for spreading the word. Specific MBUS road shows will be set up in September if the HSE Board approves our proposals in July. (10 road shows – £2k-3k of Chief scientist's time – assumes rest of day used for other HSE business and £10k of staff time attending)
3 Other inputs from SRO and Chief scientist outside Project Board meetings

MBUS - BENEFITS REALISATION

The Benefits Map below is a diagram of the cause and effect relationships between benefit objectives for the MBUS Programme.
The table that follows extends the Benefits Map into a Benefits Scorecard and defines more specific objectives; measures; targets; and the key projects that are required to achieve the objectives.



MBUS - BENEFITS REALISATION

Efficient and Effective Deployment of Science & Technology to Achieve HSE's Current and Future Business Priorities

OBJECTIVE	MEASURE[2]	TARGET	INITIATIVE
CUSTOMER			
C1 HSE Board – are able to decide upon an integrated S&T plan for HSE based on recommendations from CSA/Board Sub-Group	Delivery functions understand what HSE wants to achieve and understand their new role and responsibilities	By April 2008	Develop new planning and governance framework
	% of plans meeting defined criteria	100%	
C2 HSE Board/CS ability to deploy current S&T resource more flexibly in line with business priorities (STG)	Identify the need for specific service level agreements (SLAs)	By Oct 2007	Establish the Science & Technology Group (STG)
	Draw up service level agreements (SLAs) and implement	By April 2008	
	Review and report on progress	By Oct 2008	
C3 HSE Board/CS ability to evolve our S&T resource more rapidly in response to business need	Science Sub Group (SSG) agree statement of needs and resource requirements	High level plans in place by April 2008	Pilot the development of S&T plans in Fit3

[2] Where measures 'overlap' (e.g. at the customer and process level) they have not been duplicated at the lower level but have been cross-referenced.

MBUS - BENEFITS REALISATION

Efficient and Effective Deployment of Science & Technology to Achieve HSE's Current and Future Business Priorities

OBJECTIVE	MEASURE[2]	TARGET	INITIATIVE
C4 S&T Community – focused on HSE priorities	Defined roles and responsibilities	Definitions established by Oct 2007	Establish Science Sub Group of HSE Board and its Terms of Reference Develop arrangements for Chief Scientist challenge function
	Embed the roles and responsibilities (tested by having plans in place)	By April 2008	
	Review how well they are embedded	In April 2009	
C5 Delivery functions have clear statements of prioritised needs and S&T resources.	Agree a standard process and format for S&T plans.	Agree process by September 2007	Develop new planning and governance framework
	Delivery functions use the process/format to produce plans.	Plans produced by December 2007.	Pilot the development of S&T plans in Fit3
C6 HSL are able to plan the annual activity in advance	The % of budgets allocated to specified projects at the beginning of year	70% of the budget for 2009/2010 allocated to specified projects by April 2009	

MBUS - BENEFITS REALISATION

Efficient and Effective Deployment of Science & Technology to Achieve HSE's Current and Future Business Priorities

OBJECTIVE	MEASURE[2]	TARGET	INITIATIVE
C7 HSE Board/CS. Clearer accountabilities and more effective decision making	Budgets delivered within agreed tolerances Robust financial forecasting for Years 2 & 3	+/- 2% tolerance	Develop financial management arrangements
	Remove central monitoring of budgets	By April '09	
PROCESS			
P1 Establish clear accountabilities for delivery of S&T.	See C4 above	See C4 above	Establish Science Sub Group of HSE Board and its Terms of Reference see C4 above Develop arrangements for Chief Scientist challenge function see C4 above
P2 Each delivery function has a 3 year rolling business case with (Definite/detailed plan for year 1; and High level plan for Years 2 & 3)	See C1 above	See C1 above	Develop new planning and governance framework see C1 above Pilot the development of S&T Plans in Fit3 see C3 above
P3 Reduction of management overhead through effective, commissioning, management and evaluation of S&T.	More time for HSL and HSE staff on delivery for example, reduce time from initiation to contract	5% reduction in management overhead for research by April 2009	Develop new HSE/HSL framework document – includes high-level principles

Efficient and Effective Deployment of Science & Technology to Achieve HSE's Current and Future Business Priorities

OBJECTIVE	MEASURE[2]	TARGET	INITIATIVE
	Possible use of corporate S&T on HSL external work	100 days per annum in 2008/2009 200 days per annum in 2009/2010 500 days per annum in 2010/2011(equals approx £330k)	Improving Reactive Support project
	Individual projects delivered to time, cost and quality	95% delivered to agreed deadlines in 2008/2009 95% delivered within agreed project budget tolerances	UPSIDE implementation project (in parallel with MBUS)
	S&T evaluations	100% of projects evaluated within 3 months of completion	
	All commissioned work on 'IT package'	By April 2007	
	All invoicing processed centrally	By April 2008	

Efficient and Effective Deployment of Science & Technology to Achieve HSE's Current and Future Business Priorities

OBJECTIVE	MEASURE[2]	TARGET	INITIATIVE
	Quarterly reports on use of work	To commence April 2008	
	Reduce unspecified work (less than 1 day)	Below 10% by April 2009	
P4 Consistent management of professional issues across HSE S&T community	Establish network for management of professional needs	By April 2008	Develop arrangements for managing professional needs – establish Senior Science Advisors
	Issue best practice guidance for management of professional issues	By April 2008	Undertake S&T skills gap analysis
	Implementation of best practice guidelines	Completed by April 2009.	
	Competence framework in place	Populated by Oct 2008.	
P4 Flexible access to corporate resource ensuring appropriate, professionally skilled resource is available to meet HSE current and future business needs.	See C2 above	See C2 above	Establish the Science & Technology Group (STG) see C2 above
P5 Make SCS delivery functions accountable for S&T expenditure in all commissioned S&T	See C7 above	See C7 above	Develop financial management arrangements see C7 above

MBUS - BENEFITS REALISATION

Efficient and Effective Deployment of Science & Technology to Achieve HSE's Current and Future Business Priorities

OBJECTIVE	MEASURE[2]	TARGET	INITIATIVE
LEARNING & GROWTH			
L1 Ensure that users and customers have the skills and competence to deliver – identify needs and develop training	Appropriate skills are agreed	By May 2007	
	Identify training needs	By May 2007	
	Develop briefing material	By August 2007	
L2 Ensure that providers and customers of S&T are aware of the developments arising from the MBUS project	Deliver general briefings	To all providers and users of S&T by Oct 2007	
L3 Ensure that people are trained and briefed on the new procedures	Train people on Upside (part of Upside implementation project	All users of Upside by April 2008 (or implementation date)	
L4 Develop, agree and implement an effective communications plan for S&T issues	Med to long-term comms plan	Developed by May 2007	Medium to long-term S&T communications plan
	% of communications activities delivered to plan	100%	
	Regular targeted emails for S&T community followed by eExpress for other HSE staff	Issued monthly	
	Regular update of S&T intranet site	Updated monthly	

MBUS - BENEFITS REALISATION

Efficient and Effective Deployment of Science & Technology to Achieve HSE's Current and Future Business Priorities

OBJECTIVE	MEASURE[2]	TARGET	INITIATIVE
	Face to face communications with S&T community and customers involving senior managers	11 HSE offices in April/May 2007 10 HSE offices in Sep/Oct 2007 10 HSE offices in April/May 2008	Chief Scientist's road shows MBUS road shows
	Establish S&T comms network. Good practice is identified and shared on an on-going basis	Identify S&T champions for providers/customers by Aug 2007-06-19 Briefings delivered to agreed timescales	
FINANCE			
F1 Identify and fund the costs of setting up the MBUS changes	Proposals presented to HSE Board and approved	By July 2007	
F2 Identify and fund the running costs associated with the MBUS changes	Variance against project budget	+/- 2% tolerance	