

Health and Safety Executive Board Paper

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HEALTH AND SAFETY EXECUTIVE

The HSE Board

REVIEW OF EFFICIENCY AND EFFECTIVENESS OF HSE's CORPORATE SUPPORT: THE PROJECT AND BACKGROUND DETAIL

A Paper by Jane Young

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**Cleared by Vivienne Dews
on 28 March 2003**

Issue

1. Process and detail of the review of corporate support undertaken.

Timing

2. For noting at the Board Meeting on 2 April.

Recommendation

3. For information in association with HSE Board papers Nos B/03/025; B/03/026; and B/03/027.

Background

4. The findings and recommendations from this review of corporate support are to be found in Board papers B/03/25; B/03/026; B/03/027. This paper describes the way in which the review was carried out and the approximate costs incurred.

Argument

5. At the HSE Board in early November it was agreed that further work would be put in hand to review HSE's mechanisms for providing corporate support. Particular reference was to be made to considering the balance of responsibilities between divisions and directorates across and within the corporate support functions. Terms of Reference are shown at **Annex A**.

6. Further, the Board requested that the review was carried out within the context of the Change Programme and to consider specifically:

- the efficiency with which corporate support is provided;
- the effectiveness of corporate support;
- across HSE, the overall amount of resource devoted to the issue;
- whether the current control mechanisms were operating effectively;
- whether the RPD review is delivering and what scope there is for further efficiencies;

7. Against this background, agreement that the project resources would be limited and that it should be a stocktake of the present position pointing to future work, the key elements were:

- review of the Corporate Services Review undertaken by RPD in April 2002; and progress in implementation;
- interviews with Board Members; and key contacts in D/Ds;
- discussions with team leaders and staff in RPD;
- collection of management data from D/Ds and from within RPD;
- preparation and consultation on initial findings;
- revision and finalisation.

8. The phases are shown in a Gantt chart at **Annex B**.

9. At the beginning of the project it was envisaged that the Band 0, project leader would be working full time to effect this review. In practice, around a quarter of time allocated was lost to other unavoidable work and covering meetings for colleagues who were ill. In addition to the Band 0, a Band 3 and a Band 5 were also directly involved in producing this review. Estimated costs are shown at **Annex C**.

Consultation

10. Initially, meetings were held with HSE Board members to discuss the aims and objectives of the review. Subsequently, consultation took place with key contacts in Divisions and Directorates and also key members of staff in RPD. A full list of staff contacted during the two months is attached at **Annex D**.

11. A presentation of the emerging findings was made to senior managers in RPD in Bootle at the end of February, and the findings were also discussed with the HSE Change Programme Board. A further meeting with RPD was held in March to provide an opportunity to comment on the proposals contained in the draft papers.

Evaluation

12. Achievements to date have included:

- project completed to time; Board papers with recommendations have been made available for the meeting on 2 April;
- Richard Hillier's CSR 2002 was refreshed ; a summary document was prepared and circulated to a wide range of people;
- the profile of corporate support has been raised in the organisation - people are talking about the issues;
- a number of areas for possible substantial savings have been identified;
- a range of useful small scale suggestions for improved efficiency and effectiveness have been made.

13. Not achieved/less well delivered:

- the pressure on Band 0's time meant that little time was available to consider external comparators;
- a number of the suggestions for minor savings/efficiency or effectiveness improvements have yet to be properly documented or systematically discussed with colleagues;
- possible savings which might arise from the proposals in the related papers have yet to be worked up in detail.

Presentation

13. Not applicable

Costs and Benefits

14. Estimated costs are shown at Annex C. Project savings can be found in Board papers B/03/026 and B/03/027.

AIM/TERMS OF REFERENCE

To review HSE's mechanisms for providing corporate support with a view to making recommendations for further improvement. In particular, to consider:

- the balance of responsibilities between divisions and directorates across and within the corporate support functions;
- the clarity of roles;
- the relationships necessary to ensure efficiency and effectiveness in delivery;
- whether the current levels of support are appropriate;
- whether the current levels of control to ensure corporate governance are right;
- the progress of RPD's implementation plan and the potential for further efficiencies within RPD.

Scope

Each element of corporate support, including:

- corporate planning;
- finance management;
- payment systems including T &S;
- accommodation and associated services;
- IT and associated support services;
- internal audit corporate quality control procedures;
- information systems including record management;
- publicity and publications;
- internal and external corporate communications;
- corporate health and safety;
- provision of HSE's human resources support and management;
- employee support services.

Methodology

The Study will draw on information from:

- (1) previous work in this area internal to HSE;
- (2) such external work and comparators as are relevant and reasonably readily available;

- (3) a range of interviews with staff in all HSE's divisions and directorates;
- (4) laid down information on minimum levels of control to ensure corporate governance;
- (5) such internal management information e.g. on the resources devoted to corporate support as exists.

Timescales

The outline timetable is:

Commencement:	mid January
Initial information gathering etc.	end January/early February
Review and generation of proposals:	mid/end February
Consultation on emerging conclusions:	early March
Presentation of findings to HSE Board:	HSE April Board

Resources

Currently limited to Band 0 for two months (with admin support).

It is envisaged that an informal consultation group across divisions and directorates be constituted to ensure wide consultation as proposals are developed. Clearly, even a restricted consultation across HSE has resource implications. As a broad estimate, this project, in this phase, is likely to take the following resources:

(i) 2 months - Band 0	≅ 40 days
(ii) 1 month – Band 5	≅ 20 days
(iii) 1 day/HSE Board member (2 x 0.5 days)	≅ 14 days
(iv) 2 days - Unions	≅ 2 days
(iv) 4 – 6 staff days for each division	≅ 40–60 days
(v) Up to 20 staff days for RPD	≅ 20 days
Total	≅ 136-156 days

The provision of additional support during the project at Band 3/Band 2 level is currently being considered. It is likely, inevitably, that staff in RPD will be more closely involved as proposals develop in addition to the resources needed to supervise the project: estimate at (v) above.

Constraints

Delivery of the project to the timescale proposed will be seriously threatened if:

- the Band 0 project leader becomes unavailable;
- divisions and directorates cannot identify key personnel who have time to respond to emerging ideas;
- the project champion becomes unavailable.

Project Control

Project control and monitoring will be effected by:

- Change Programme progress reports;
- Regular review meetings between the project leader and project champion.
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Key milestones/outputs

- commencement by mid January
- draft proposals for consultation by end February
- paper to HSE Board for mid April

Stephen Williams

Project Leader

Annex B

ID	Task Name	Jan '03					Feb '03				Mar '03				Apr '03	
		30	06	13	20	27	03	10	17	24	03	10	17	24	31	07
1	Initial scoping meetings	■														
2	Project outline +TOR agreed with champion						■									
3	Circulated to "customers" and "suppliers"						■									
4	Preparatory reading etc.	■					■									
5	Interview "customers": FOD, NSD, HID, HMRI, COSAS, SPD, DRP HD SASD Sols; OU; LAU; SID; RPD; DDG (P); DDG(O); DG						■									
6	Interview "supply" units: DIAS; Personnel; PEFD; BEU; Audit						■									
7	Collect management information						■									
8	Develop proposals with divisional contacts	■					■									
9	Evaluate proposals						■									
10	"Test" proposals against senior staff										■					
11	Revise proposals										■					
12	Final proposals documented										■					
13	Secure Board agreement														■	

02/04 ■

ESTIMATED COSTS INCURRED IN THE REVIEW PROCESS

	Ready Reckoner	No of days	Cost £
Band 0	£410 per day	30	12,300
Band 3	£170 per day	20	3,400
Band 5	£121 per day	20	2,420
Band 6 (Agency)		3	162
Board Members	£585 per day	.25 x 12	1,755
DDG	£710 per day	.25 x 2	355
RPD Staff	Say average £200 per day	Say 20 days	4,000
D/Ds Key Contacts	Say average £200 per day	10 D/Ds say an average of 2.5 days each	5,000
Total			29,392

T&S Costs incurred		
Destination	Date	Cost
Band 0: 4 trips to Bootle	January 20/21; 27/28; February 10/11; 24/25	1,174
Band 3: 1 Trip to London	20/21 March	260
Total		1,434

LIST OF PEOPLE CONSULTED DURING THE REVIEW

Initial Consultation with HSE Board Members

Kate Timms
Justin McCracken
Laurence Williams
Adrian Ellis
Sandra Caldwell
Peter Graham
Nick Starling

Paul Davies
Alan Osborne
Chris Willby
Phil Scott
Richard Clifton
Robert Humm
Brian Etheridge

Key Contacts in Directorates

FOD	Chris Snaith David Sowerby Peter Baker Chris Tolley
NSD	Alan Roberts
CoSAS	Sandra Ashcroft Brian Fullam
HID	Steve Coldrick Wendy Rimmer
HD	Marion Evans
SPD	Kath Martin
Solicitors Office	Chris Gasper
OPD	Richard Daniels
Trade Unions	Jonathan Holvey Andrew Strawson
OU	Alun Williams Alison Mackenzie-Folan
HMRI	Louise Brearey Chris O'Doherty
HSL	John Verney

Key Contacts in RPD

DIAS	Peter Rimmer
PEFD	Jane Willis Pat Williams
Personnel	David Ashton Healthier Bolton John Gould Ann Peatfield Susan Mackenzie John Ives
BEU	Steve Dennis Mike Owens
Audit	Richard Sutherland
IT	Richard Lewis
HSE Change Programme	Sarah Jones