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HEALTH AND SAFETY EXECUTIVE

The HSE Board

Improving Efficiency in Back Office Functions

Corporate Support Review

A Paper by John Lack & Vivienne Dews

Cleared by Vivienne Dews on 26 February 2004

Issue

1. This paper gives an update on progress with the Corporate Support Review and proposes a way forward to meet the Efficiency Review challenge on back office functions. It links to the Back Office Review in Operations Group which is to be discussed at OMF on 18 March,

Timing

2. For the Board meeting on 3 March 2004.

Recommendation

3. The Board is recommended to:
 - i. Note the summary recommendations of the CSR Task Groups.
 - ii. Agree that the CSR should now formally be brought to an end and that the heads of corporate support functions in RPD should be asked to develop proposals and lead change which further improves efficiency in support across HSE and responds to the Efficiency Review agenda.

Background

4. The HSE Board received four papers in April 2003 (HSE/03/025, HSE/03/026, HSE/03/027 and HSE/03/028) reporting on the efficiency and effectiveness of HSE's corporate support services – the 'Corporate Support Review' (CSR) and agreed a way forward. HSE/03/064 provided a progress report. An updated version of the table showing progress to date against the Medium and High priority actions is provided at **Annex 1**.

5. We embarked on the CSR, as part of the Change Programme, because we needed to divert as much resource as possible from support to the front line and to increase productivity across the piece. More recently the Efficiency Review, led by Sir Peter Gershon has taken a very wide ranging look at public spending. One of its strands is setting a challenge to all publicly funded organisations to deliver radical improvements and substantial savings across "back office" functions.

Efficiency Review

6. The "back office" strand of the Efficiency Review is aimed in the first instance at how HR, Finance & IT support are provided but also applies to the functions (not the spend) of procurement, legal services, facilities management, travel services, security services and marketing and communications. It is a challenge to Departments (we have to respond through DWP) to deliver substantial savings in these functions. The "targets" are not clear but there seems to be an expectation of 15% or more. There is an explicit assumption that only the largest Government Departments should run their own transactional support services and smaller organisations, such as HSE, should be looking to private or public sector shared service centres. These functions should not be provided from London and the South East.

7. DWP is sending an initial response to the ER, which as far as back office is concerned, focuses on their big battalions. Nevertheless, we will be expected to respond to the challenge. What we have already done will contribute, but we may well be expected to go further.

The CSR and other initiatives

8. Some real changes have happened as a result of the CSR. These include the drawing together of dispersed local corporate support into support units for Policy Group and RPD, a reduction in the resource going into support in RPD and elsewhere, and the development of a more competent, confident function across HSE – most noticeable for finance. There are also a number of initiatives which follow directly or indirectly from the CSR. These include OG's Back Office review (Terms of Reference attached at Annex 4) which was initiated by OMF in December 04 to build on and take forward the work of the CSR Task Groups (with the exception of finance and accommodation), and to look at a number of additional functions including operational policy, guidance and data management. Other work such as "hot desking" pilots about to start in the field, the decisions the Board recently took on relocating some London functions, and on training, audit, procurement and DIAS is also very relevant.

9. The core work on implementing the CSR was led by Kevin Allars. This included the formation of six small Task Groups from the network of D/D contacts, which would be responsible for analysing identified areas of corporate support across HSE, and recommending ways forward on moving to a more coherent, efficient and effective system of corporate support.

10. Task Groups were established for the following functions:

- Managing Payroll and Cadre;
- Managing Business Improvements/Risks;
- Recruitment and Vacancy Filling (later re-named 'HR Issues');
- Training Administration;
- IT/IS;
- Accommodation.

11. **Annex 2** provides a list of the Task Group members and their chairs. The Terms of Reference for all six Task Groups was as follows:

The Task Group will consider and advise on:

How, by whom and to what extent ['X' corporate function] should be undertaken to provide effective, affordable and value for money services; and what changes this would imply for current operations and their organisation; and tools/systems. D/D resource savings to be identified."

12. Five of the Task Groups have provided their final reports. The HR task group's work has been subsequently taken over by Personnel Division.

The key proposals and recommendations emerging from the task groups are in **Annex 3**, along with a summary of their conclusions.

13. Despite the ToR the Task Groups were not able to be sufficiently radical and identify ways in which resources could be released fast enough. This was largely because:

- a. there was little reliable information on the amount of effort currently applied to the support functions covered within CSR. All the Task Groups found it extremely difficult to baseline the current level of resource. Those Task Groups who went to great lengths to assemble such information found themselves working on educated guesses at best;
- b. a number of the recommendations require changes or upgrades to IT/IS infrastructure, and the Groups did not have sufficient knowledge to estimate those costs, and because of the doubtful baseline numbers, the associated savings;

14. The Task groups identified the following common issues across different support functions:

- variable standards in operation across D/D's;
- variable skill levels and experience across D/D's;
- variable levels of resource dedicated to support, or 'back office' functions across D/Ds;
- different D/D policies and controls;
- duplication in effort and systems;
- little evidence of synergies across processes and systems;
- no dissemination of best practices;

15. Annexes 1 and 3 report the progress that has been made within the medium and high priorities within CSR, and the outcomes of the CSR Topic Groups respectively. However, it should be noted that some of the Topic Group recommendations have been overtaken by events, such as the agreement with FOD to centralise all of the estates and accommodation budgets within BSD, and the progress with the COIN project.

Way Forward

16. There is a consistent view emerging from the Task Groups, particularly HR, IT and Training, and from the OG Back Office review that a move to more centralised provision for the OG would offer greater efficiency and effectiveness. OMF are due to discuss this on 18 March.

17. More generally, although the task groups made some useful progress, they have delivered much less than was expected given the heavy investment of time and effort. Despite the other associated initiatives and the progress which has been made much more is required, so that we continue to shift resource from support to work which directly drives health and safety improvements, and to meet the Efficiency Review challenge.

18. To take this forward I propose that:

- a. the relevant RPD head of function be responsible for proposing and, if agreed, implementing improvements in the way in which that function is delivered across HSE (including HSL). This will include taking account of the recommendations made by the Task Groups. There will need to be strands of work on HR (Susan Mackenzie has embarked on this), Finance & ICT, in the first instance. The work should focus on how we deliver the function – not the spend
- b. the starting point for much of this work should be clarification of the roles of the central function in RPD, Directorates and individual line managers.
- c. associated with, but separate from, this exercise PD should pursue the efforts to improve management competence.

d. the work should consider how we approach the Efficiency Review agenda of improving efficiency by sharing transactional services. The thinking is most advanced for HR, but is applicable to all back office functions.

In taking this forward it will be essential that the RPD heads of function take account of the outcome of the OMF Back Office Review.

19. In order to deliver change we may need to consider radical change in the way resources for corporate support functions are allocated and managed so that functional heads have some tools to drive how a function is delivered across HSE. A further step would be for all the funding for each corporate function to be held together. However, it is unlikely we would want to propose this before seeing if a matrix/programme management approach could deliver what was needed.

Consultation

20. RPD Heads of Division and the Back Office Review team have been consulted.

Presentation

21. The action plans produced by RPD will need to be agreed by the HSE Board, and presented to Divisions and Directorates.

Costs and Benefits

22. The RPD action plans will consider and detail the costs and benefits of the recommendations to be implemented, when drawing up their plans.

Financial/Resource Implications for HSE

23. This additional work will fall mainly on RPD at a time when the Directorate is looking to reduce the proportion it uses of HSE's resources. The tension between improving and maintaining services and seeking efficiencies will have to be carefully managed. However, if the delivery risks and the adequacy of the control measures are assessed and included in the RPD plans for 2004/05, this should help ensure that the work is progressed in a structured way. It may be necessary for RPD Divisions to make calls on the time of particular staff across HSE who have experience of the function being reviewed to advise and help refine some of RPD's proposals before implementation. The RPD plans will provide an estimate of what D/D resource may be required.

Environmental Implications

24. None.

Action

25. The Board is asked to note the paper and agree the proposal provided in paragraph 18 of the paper.

Contact

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Progress on agreed HIGH and MEDIUM Priority CSR actions

<u>No.</u>	<u>AGREED RECOMMENDATIONS</u> <i>and BOARD COMMENTS</i> <i>(2/4/03 and 7/5/03 Board Meetings)</i>	<u>PROGRESS to end January 2004</u>	<u>PRIORITY</u> and <u>OUTPUTS</u>	<u>SCS</u> <u>LEAD</u>	<u>HSE</u> <u>LEADS</u>
1 B/03/25 3i and	<p>Endorse broad messages:</p> <ul style="list-style-type: none"> ○ Make corporate support matter within HSE's values; ○ Ensure professional management of corporate support is achieved; ○ Move towards a consistent map of policies, service level standards and systems of accountability; ○ Colleagues leading or delivering corporate support to engage and communicate more with those they are supporting. <p><i>The support 'organisation' <u>must</u> be seen as valued and enabling, and must be supported in its task, especially the junior staff. <u>All Board Members to emphasise this to their staff.</u></i></p> <p><i>More line management responsibility needs to be exercised on ensuring value for money decisions.</i></p> <p><i>See also the outcome required from Recommendation 3.</i></p>	<ul style="list-style-type: none"> • Following May 2003 Board meeting, Board members cascaded supportive message to their staff. Feedback from RPD Ways of Working events indicate that further action is needed; • At September 2003 Board it was further stressed that work on corporate support activities should be seen as an integral and valuable part of overall career development within HSE. Further evaluation to be undertaken via the 2003/4 Staff Attitude Survey; • Managers and staff in technical administrative roles should be expected to have, or to work towards having relevant and appropriately targeted qualifications e.g. those working in Personnel, Finance, Planning and Management functions. This will help them do their jobs and will help them in dealing with professionals in other parts of Whitehall and would be consistent with HSE's image as a professional organisation. Unions support the enhancement of professional qualifications for corporate support staff. This to be addressed via recommendation 23. • The issue of line management responsibility for value for money decisions is being primarily addressed via recommendation 9 (T&S) and, to a lesser extent, recommendation 8 (procurement). 	HIGH 2003/4 Staff Attitude Survey results Better qualified staff	Vivienne Dews (John Gould)	All Board Members
2 B/03/25 3ii	<p>Board members to consider the specific actions within their divisions or directorates which are necessary to drive Recommendation 1 messages forward.</p>				

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3 B/03/25 3iii	<p>Head of RPD to consider:</p> <ul style="list-style-type: none"> ○ Moving towards a consistent map of policies, service level standards and systems of accountability; ○ Using a desktop guide to corporate support for all staff with the essential information on each function – and signposts to the Intranet and elsewhere. <p><i>Need a booklet/guidance to clarify the roles and responsibilities of RPD and relevant D/D staff, with details of limits of authority and the reasons why, eg treasury rules or tax liabilities.</i></p> <p><i>Need to shift the endorsement of value for money decisions away from RPD and onto authorising D/D line managers.</i></p> <p><i>Require a mechanism for sharing good practice between D/Ds, eg. cheaper travel options.</i></p>	<ul style="list-style-type: none"> • RPD has agreed to lead on producing the further IT-based guidance, modelled on Personnel Division's recently launched new Intranet-based guidance, which was generally well received. This will now be used as a template for the wider web-based RPD-driven guidance. RPD Support Unit will develop this further; • Guidance clarifying roles and responsibilities of RPD and relevant D/Ds will be produced during 2004/05; • The sharing of good practice between D/Ds has, through bringing different D/D practitioners together, become part of the work of the small cross-D/D teams working on the centralisation work under recommendations 14-18; 	<p>HIGH</p> <p>Further Intranet guidance to be launched by mid 2004</p>	<p>John Gould (Linda Buxton)</p>	<p>All RPD Senior Managers, with input from all D/Ds</p>

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4 & 5 B/03/26 11ii/iii	<p>Big savings may be possible if radical solutions are followed in relation to the HSE estate.</p> <p>Support proposal for an early strategic review of London accommodation.</p> <p><i>Rose Court rent is likely to significantly increase in Sept 2003. HSE is committed to occupy Rose Court until 2008, but could possibly part let space in the building if space is freed up by moving some staff out of Rose Court, or reducing the space allocation per person.</i></p> <p><i>The review needs to look at who precisely needs to be in Rose Court.</i></p>	<ul style="list-style-type: none"> • New Merseyside HQ building business case accepted. • Board have agreed action on London relocation arising from Lyons Review and to free up space in Rose Court. • Negotiations in place to minimise the Rose Court rent increase. 	<p>HIGH</p> <p>Response to Lyons Review (Achieved)</p> <p>Board Paper on options for Rose Court (Achieved)</p> <p>Final output of reduced staff in high-cost offices in London</p>	<p>Steve Dennis (Ged Malone)</p>	<p>Vivienne Dews (Steve Dennis and Ged Malone)</p> <p>John Gould (Lyons Review)</p>
6 B/03/26 15iv	<p>A highly mobile, productive, and better equipped operational field force able to spend the substantial majority of its time interacting with duty holders. Urgent work should be put in hand to bring a paper to the Board with proposals for a fully worked up, and substantial pilot on hot-desking/home working.</p> <p><i>Expensive to set up, but needs to look at investing to save!</i></p> <p><i>Need to also look at the Regional HSE Offices, eg. why is the Aberdeen office so big, and why do we have two offices in Norwich?</i></p> <p><i>Could we co-locate with OGDs and/or, in</i></p>	<ul style="list-style-type: none"> • Pilots are being held in Worcester, Bristol and to a lesser extent in London to introduce more flexible working in HSE and seek to reduce accommodation overheads. 	<p>HIGH</p> <p>Board Paper on pilot arrangements</p> <p>Pilots to start early 2004 (for 6 months)</p>	<p>Steve Dennis (Ged Malone)</p>	<p>Steve Dennis (Dave Norbury)</p> <p>Mike Owens (BEU)</p> <p>Terry Rose And Linda Williams (FOD)</p> <p>Kath Martin (PG)</p>

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	<i>particular, DWP?</i>		Cost savings from less office-based staff		John Gould (Paul Willgoss)
7 B/03/26 15 new	All staff should move to the standard space allocation and work station/storage package within a few years.	<ul style="list-style-type: none"> • All relocated staff will be allocated the standard package. The HSE Board has now endorsed 14 m² as the new national space standard.. • Merseyside new HQ space will also be allocated accordingly, and decluttering exercises are already in place in Bootle. Rose Court is largely already applying this principle. • Important to recognise the need for some flexibility in approach to account for disabilities or special needs. 	MEDIUM Space saving reducing overall costs	Steve Dennis (Ged Malone)	Steve Dennis (Dave Norbury)
8 B/03/26 18v	<p>Note and endorse the direction of emerging findings from the HSE Procurement Review, that:</p> <ul style="list-style-type: none"> ○ There should be more authoritative strategic control of purchasing and central signing of contracts to better control the risks; ○ The existing mixed mode procurement regimes involving purchasing professionals and D/Ds should continue; ○ There are regular thorough reviews of each area of external spend to ensure there is a clear business strategy and supporting contract management plan; ○ The opportunities which exist to reduce transaction costs, and improve supply chain management, are grasped. <p><i>We must better check with 'recipients' of goods and services that what is procured is fit for purpose, eg. hire car contract.</i></p> <p><i>Need to ensure that contracts are sufficient and</i></p>	<ul style="list-style-type: none"> • The BSD Procurement Review has been completed and passed to the Board with a recommendation for the implementation of the recommendations. • Staff resource in the RPD procurement function has been managed down, and all procurement finance work is in the process of transferring to Bootle. 	HIGH Reduced Staff and more efficient processes (Outcome s of Review being implemented)	Steve Dennis (Alan Brown and Denis Toohey)	Alan Brown

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	<i>suitable (solicitors are concerned that they do not see enough of the contracts, and that too many individuals are signing contracts).</i>				
9 B/03/26 20vi	<p>Work should be put in hand to look in more detail at the processes and controls governing the expenses and allowances system with a view to moving to IT based processes and risk based controls.</p> <p><i>Urgently pursue computerised expense claims, with line manager's role strengthened to endorse value for money decisions (eg. At OV1 stage of international travel, rather than after that travel has been completed and costs incurred), thus requiring less RPD checking.</i></p> <p><i>Look again at the self certification process for T&S requests and claims to examine whether this be extended (to reduce bureaucracy) or reduced (to assist in value for money checking).</i></p>	<ul style="list-style-type: none"> Work has been taken forward on producing an electronic A/Cs34. However, the savings to be gained by introducing an electronic form to support the current arrangements are marginal. PEFD and Personnel Division are looking more fundamentally at how HSE's policies and management of T&S can be improved to deliver savings. An electronic form would then be introduced to support any new arrangements. PEFD/PD will be presenting a paper to the Board in April with recommendations which will reduce checking of claims at the centre. 	<p>HIGH</p> <p>Develop prototype form</p> <p>Paper to Board</p> <p>New electronic A/Cs34 during 2004/05</p> <p>Reduced Staff</p>	Vic Coleman	<p>Pat Williams (George Aughton)</p> <p>John Gould</p> <p>Mike Owens</p>
11 B/03/26 24viii	<p>Endorse work to develop HSE's future IT system, to avoid duplication of the planning, finance and personnel management systems used throughout HSE.</p> <p><i>Requires an HSE corporate project, involving resources from each directorate to enable us to move towards a common, fully effective system.</i></p> <p><i>Improvements to PARIS should be a priority.</i></p>	<ul style="list-style-type: none"> HSE has been developing, for some, time a corporate view towards development of IS in the corporate support area. HSE must adopt "best of breed" solutions if they are to command confidence and prevent locally produced satellite systems – but this requires local management discipline too. BEU will not support investments that seek to duplicate or "personalise" corporate solutions. In line with Gershon the access to "best of breed" applications may be by HSE implementation of "off-the-shelf solutions or by purchase of a service from others. The IT, databases and systems BEU is already tasked with developing an HSE-wide 'vision' for IT requirements in the corporate support area. 	<p>HIGH</p> <p>Better IT systems (feeds into several other recoms)</p>	Steve Dennis (Ged Malone)	<p>All RPD Senior Managers</p> <p>Mike Owens</p>

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12 & 13 B/03/26 28ix/x	<p>Endorse the broad direction concerning the problems that occur from HSE having 1200 managers, and having to provide for their training needs.</p> <p>Confirm that the Board would like the policy on this matter to be worked up on the basis of the information from the trial exercises and in discussion with HSE trade unions are brought back for final endorsement.</p> <p><i>The Board wants to have better trained managers with wider management spans.</i></p> <p><i>Also need a better definition of what is expected of different managers, eg. not all managers may need to undertake Performance Appraisal activities.</i></p>	<p>A significant amount of work has been done over the last year aimed at improving management standards, but necessarily under this particular banner. Examples range from the work on the new performance management system, revamping bits of the ETM programme, and looking at aspects of the support we provide (eg through the programme of surgeries and aspects of the career development project). For senior managers, there has also been the SCS Leadership programme. There is still a lot to do. Where we have not made much progress is on the fewer part of fewer better managers. Individual parts of HSE have taken the brief on (the Policy Group and FOD HQ spring to mind) but there have been issues about just what this means.</p> <p>A new performance management system (Your Performance Matters – YPM) is being introduced from 1 April 2004.</p>	<p>MEDIUM</p> <p>Too soon to say</p>	<p>Vivienne Dews</p> <p>Susan MacKenzie</p>	<p>John Gould (Brian Whitnell)</p> <p>Other RPD Managers</p>
	<p><i>Based on staff in post on 30.9.02, 1200 managers gives a ratio of about 1:3 overall. A move to say 1:6 would therefore halve the number of managers and could halve the training costs, maybe saving around £84k/year.</i></p> <p><i>Also need to improve the Performance Appraisal System to recognise and reward the contribution of good managers.</i></p>				
14 B/03/27 11iii and	<p>Move in the direction of a small cadre of finance managers across HSE (residing in D/Ds) – but with very close links to or managed by RPD – providing a service function to D/Ds based on a common core of accurate and timely management information accessible to staff in both the D/Ds and RPD.</p> <p><i>Operational requirements are more complex,</i></p>	<p>Recommendations 14 and 17 now cover <u>ALL</u> corporate support functions, as required by implementing recommendation 15.</p> <ul style="list-style-type: none"> • Policy Group has a corporate support team, which also acts for the Solicitors and Communications Directorate. OPD and CoSaS are now working together on corporate support issues. RPD formed Directorate support team in October 2003. OMF have started a review of a range of corporate support functions across OG to see how these may be centralised. 	<p>MEDIUM (14)</p> <p>and</p> <p>HIGH (17)</p> <p>Progress Report to Vivienne</p>	<p>Vivienne Dews (Ged Malone)</p>	<p>Jane Willis (Pat Williams)</p> <p>John Gould</p> <p>Task Group Chairs: Pat</p>

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17 B/03/27 11vi	<p><i>and further improvements to systems, skills and competencies are required before similar changes would be effective in these D/Ds.</i></p> <p><i>Meanwhile, finance managers <u>must</u> work as a single team, and to common systems.</i></p> <p>Further work should be put in hand to move towards a more corporate approach to human resource management.</p> <p><i>The relationships between RPD and the D/Ds are important.</i></p> <p><i>D/Ds have built up their own resources to manage HR issues locally. This has led to some duplication of activity; “post boxing” of messages and some second-guessing of Personnel’s advice.</i></p> <p><i>Some local D/D resource will still be necessary, eg. to service local career development arrangements. However, the Board is keen for this more corporate approach to move forward urgently, but only to clear targets and milestones, and after consideration of efficiency benefits.</i></p>	<ul style="list-style-type: none"> Task Groups for the Managing payroll and cadre; Managing business improvements/risks; Training administration; IT/IS strategy and administration and Accommodation functions have reported. HR issues are being captured by the Back Office Review. 	<p>Dews by Oct 2003</p> <p>Forward Intent ‘map’ to Board by Nov 2003</p> <p>All D/D Corporate Support levels below 4% by March 2004</p>		Williams; John Gould; David Porter; Roy Mayne; Dave Sowerby; Chris Tolley
15 B/03/27 11iv	<p>Agree that at present, the threat to careful management of key HSE business risks of radical change does not suggest wholesale change in the operational directorates.</p> <p><i>The Board agreed to go further than had been suggested in the paper, and that there should be an objective to move towards a more corporate/centralised system for <u>all</u> corporate support functions (see also recommendations 14, 16, 17 and 18).</i></p>	The response to this recommendation has been incorporated into the work under recommendations 14, 17 and 18.	HIGH See other recoms	-	-

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16 B/03/27 11v	Agree to pursue economies as far as possible in the meantime, including work to look across the permissioning regimes in relation to Finance Management.	The response to this recommendation has been incorporated into the work under recommendation 14.	HIGH See recom 14	-	-
18 B/03/27 11 new	Whilst the end point of recommendations 14 to 17 are being implemented, in one years time there should be an indicative target of no more than 4% of D/D staff resource in each of the D/Ds (based on salary comparisons) working on corporate function work. <i>Based on information provided by D/Ds, the present figures in each D/D are approximately: RI 8.6%, FOD 5.3%, HID 5.2%, NSD 3.8%, COSAS 3.5%, OPD 3.0%, SOL 2.3%, Policy 1.5% (ALL since revised and rebaselined).</i>	The 4% figure in recommendation 18 will remain as the indicative 'backstop' target for end March 2004, with any higher deviation needing to be fully justified. At the meeting held with D/Ds in June 2003, relevant D/D staff agreed more detailed baseline criteria against which the percentages can be measured. D/Ds rebaselined their Directorates, but the key forward programme is to systematically address recommendations 14 and 17, and to only consider the indicative 4% backstop later on.	HIGH See recoms 14-17	Vivienne Dews (Ged Malone)	All Board Members
19 & 20 B/03/27 20vii and B/03/29 6 & 7	Confirm the key action identified in the work on HSE's communications strategy to review DIAS' delivery mechanisms and whether some of its current responsibilities might be best managed elsewhere.	Not now a CSR issue – progress being separately reported to the Board	HIGH	Vivienne Dews and Kate Timms	Kate Timms Vivienne Dews (Heather Bolton)
22 B/03/27 24ix	Noting the emerging findings relating to health and safety training issues, more detailed work is needed to develop a better system by: <ul style="list-style-type: none"> o Reducing the number of geographically based health and safety committees; o Better sharing and developing of ideas cross the operational directorates to produce common policies; o Increasing the emphasis on line 	Work has progressed outwith the CSR remit under the stewardship of John Ives. A separate internal audit report in July reinforced the CSR recommendation and the Board's comments. New arrangements have now been introduced	HIGH Not now a CSR issue	John Gould (John Ives)	Justin McCracken with assistance from John Gould (John Ives) and Richard Sutherland

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	management of health and safety risks (and control measures) in D/Ds; o Introducing project based auditing of key activities and risk controls to give assurance that the risks are being managed.				(Dave Morris)
23 B/03/27 27x	<p>Note the conclusions and endorse and support in D/Ds further work to revisit and streamline arrangements in relation to training, learning and development.</p> <p><i>We spend £6m/yr on training provision. Is this value for money?</i></p> <p><i>The key role is with the attendee and the line manager in ensuring that the training is appropriate, and that it is evaluated, and that the training procurers/providers ensure that any necessary improvements are made on the basis of the evaluation.</i></p> <p><i>Some of the generic concerns with current arrangements include:</i></p> <ul style="list-style-type: none"> o <i>Ownership of content for key courses;</i> o <i>Whether current procurement arrangements secure best value for money;</i> o <i>A degree of confusion over resources needed to deliver training in D/Ds and “post boxing”/duplication of functions;</i> o <i>Difficulties with the central support system.</i> 	<ul style="list-style-type: none"> o The need has been identified for a more fundamental review of training, across policy, support, specialisms and regulatory activity. This is complementary to the review of inspector training (recommendation 24). o Niall Miller on a 3-month secondment to RPD is looking at ways of baselining total training spend and to do some research about the extent to which we are able to show this represents value for money. o Opportunities for increased e-learning will be examined during 2004/05; 	MEDIUM Report to Vivienne Dews and Justin McCracken	John Gould (Niall Miller)	John Gould (Alison Warner and Niall Miller) Pat Williams Richard Sutherland
24 B/03/27 27new	<p>A fundamental review of ‘Inspector Training’ should be carried out in order to ensure that it is either still fit for purpose or that it is amended to reflect what is required to produce good inspectors in optimum time.</p> <p><i>FoD is already taking forward a review of its Inspector training (for OMF). However, this</i></p>	<ul style="list-style-type: none"> o Wayne Crumpton (FoD) led a cross-Ops team looking at Inspector Training. An Early Years Review paper has been put to the Board. o RPD is centralising its Training and Conference budget from 1 April 2004. o Personnel Division (John Gould and Dave Hockey) have picked up the vast majority of the recommendations from Paul Beaumont’s review of specialists and their training 	MEDIUM Wayne Crumpton report at end 2003	John Gould (Niall Miller)	Justin McCracken + Other Operational Board Members John

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	<i>recommendation goes wider than that in that it is expected to cover all Inspector training within HSE.</i>	needs.			Gould (Niall Miller) Vivienne Dews (Jane Willis)

Composition of CSR Task Groups

Task Group	Members (chair being first name)
1. Managing Payroll and Cadre	Patricia Williams
	Chris O'Doherty
	Chris Tolley
	John Lack
	Alan Roberts
	Heather Bolton
	Cheryl Bannister
	Jean Pownall
2. Managing Business Improvements/Risks	David Sowerby
	Pat Williams
	Sandra Ashcroft
	Wendy Rimmer
	Norman Bramwell
3. Recruitment and Vacancy Filling	Heather Bolton
	Marion Evans
	Chris Tolley
	Vinny Kenny
	Ken Dickey
	Brett Chignell
4. Training Administration	David Porter
	Linda Buxton
	Barry Beggs
	Sandra Ashcroft
	Alison Warner
	Keith Morris
	John Lack
5. IT/IS Strategy and Administration	Roy Mayne
	Peter Wood/Norman Bramwell
	George Aughton
	Chris O'Doherty
	Tony Daniels
	Dave Smith
	John Lack
6. Accommodation	Chris Tolley
	Keith Morris (papers only)
	Cheryl Bannister
	Barry Beggs
	Ken Dickey

Key Recommendations of the CSR Task Groups

Managing Payroll and Cadre	
1	no more self tasking DD systems;
2	no double keying of data;
3	legitimate DD specific requirements to be met by cutting and pasting data from central systems;
4	the responsibility for completing PER forms which involve staff moves between DDs will pass from the importer to the exporter;
5	financial management spreadsheets to be common to facilitate data merger (and imposed - on the proviso that they had to be good!);
6	FOD staff/pay data spreadsheets are to be studied and presented as a possible exemplar for adoption or development;
7	the linked aim of rationalising and increasing the skills of the financial community will be pursued through the key FMs;
8	to permit direct access to PARIS for CSU and key FMs to amend PARIS data directly when there was no pay implication associated with a move;
9	rationalise processes by perhaps amalgamating forms, developing e-forms, or developing excel spreadsheets for data transfer from CSU/FM to PARIS;
10	agreeing a timetable for dataflow from DDs to PD for essential items related to pay (aim is also to agree a 'locked date' for staff numbers for particular months to be frozen across HSE and used as base data for all subsequent enquiries eg PQs etc);

Managing Business Improvements/Risks	
<i>Business Improvements</i>	
1	the new Business Improvement and Efficiency Board provides the top-down BI steer
2	the responsibilities of the Strategic Programme Directors (and the HSE Directors for 'core' work) for delivering BIs should be considered;
3	DDs' BI plans could comprise those initiatives which have implications at Directorate or Divisional level;
4	the 'lower level' process changes, which <u>only</u> impact at team level and which have minimal resource savings, should not be recorded as discrete entries in DDs' BI plans, but aggregated with other similar savings into a single BI record in the plans
5	effective arrangements need to be established within and between DDs to ensure that good practice is captured properly for wider dissemination
6	the development of the 'core' network of the 8 financial managers within HSE, with these staff empowered to act fully on behalf of their parent groupings;
7	that the future of the BI contacts within each DD is reviewed by BEU when the new strategic managements have had time to bed-in and the practical implications for DDs become clearer;
8	in the meantime, DDs should re-assess their BI programme management arrangements in the light of the Board's decision on paper B/03/058
Business Risks	
9	there should be closer integration between the audit programmes undertaken by IA and DDs;
10	the Audit Committee should explicitly consider DDs' own plans for auditing at the same time as they examine IA's proposals. This would allow the Committee to make informed decisions as to whether a DD audit on a particular topic might be more appropriate than one by IA;
11	joint participation of DD staff (via a co-optee) in IA's audits would be beneficial, especially when operational procedures and decisions were being audited; and
12	there is scope for enhanced joint working on audits within the Operations Group, eg where permissioning activities are being considered.

HR Issues (formerly Recruitment and Vacancy Filling)	
1	a central HR Unit covering Operational D/Ds. Brigade the HR corporate functions for all operating directorates into one unit possibly reporting direct to DDG Operations or through OPD;
2	outsourcing Further Work. Explore outsourcing much more of the external recruitment functions (sifting, shortlisting, interviewing). This is already included in PD's operating plan for further work;
3	improved IT System. D/Ds currently all run their own staffing databases in addition to PARIS. This is an obvious area of duplication. The main reason is due to shortfalls in either the PARIS functionality or in the accuracy of PARIS data;
4	changing technical and behavioural assessment arrangements. Currently we use only Band 2 or above assessors for inspector/specialist recruitment. We should consider using Band 4s or 3s. The main criteria should be an aptitude for work, not the Band.

Training Administration	
1	the work of the task group should be extended to support the other work on training to develop a specification for common training planning/budget/review/evaluation system and supporting admin processes which meet business needs and liP;
2	a common IT system to support training admin and linked to other HR IT systems and records be developed in collaboration with the Training Admin Task Group;
3	as an interim measure the IT system XXXXXXXXXX should be used by all training admin staff in all Directorates as a basis for early convergence of processes;
4	Adoption of the common training and associated admin processes should begin in 2004/5 with the aim of achieving co-location in Bootle in line with other CSR actions or at the latest by the move to the new MHQ. The Training Admin Task Group to resolve issues of staffing levels and transition arrangements.
5	Resource savings could be made by adopting common systems and brigading Band 5 and Band 6 staff together, (where feasible). The savings could not be quantified by the Task Group, but the experience of the policy group indicates that these could be significant, and would arise from reducing the costs of fragmentation. In smaller Directorates the scale of the tasks is small and this limits the development of expertise. In some cases jobs are too small to delegate and sometimes performed above grade as a consequence. In others, managers are handling a wide range of HR issues of which training and development is only one. Forming larger teams with higher spans of management control will reduce the supervisory overhead.

Information Technology/Information Systems	
1	The process for procuring standard goods and services should be streamlined and cut out the D/D IT “middle men”, Para 9 of main report refers;
2	BEU should seek to re-classify some low cost non-standard items as standard, Para 9;
3	Local D/D spreadsheets and databases, which hold details of items ordered and their progress, should be discontinued and any necessary reports of outstanding orders, etc should be provided by the central Directa system, Para 9;
4	The system management and user support functions for those existing operational systems e.g. PADHI, DMS which will not form part of the new COIN system should be brigaded with the COIN team, Para 14;
5	New systems (and legacy systems where feasible) should be designed not only to improve functionality and usability but also to rationalise the staff effort needed to manage them, Para 15;
6	New systems (and legacy systems if feasible) should be designed to allow the electronic downloading of staff details from PARIS, and the adoption of the same business register of HSE clients as COIN, Para 15;
7	The detailed roles and responsibilities for the system management and user support functions, particularly in Operations Group, should be firmed up and published in the light of agreed COIN arrangements, Para 15;
8	The recently updated IS Strategy and any associated E-Business Strategy should be published as a matter of urgency, Para 17;
9	BEU should adopt a more transparent approach to the development of HSE’s annual IS Programme and seek appropriate D/D input, Para 18;
10	BEU should give D/Ds advance warning of the likely resources required to progress corporate projects preferably at the annual planning stage or if not, as part of project initiation. D/Ds should then include this resource requirement in D/D Plans of Work and individual PWPs, Para 18;
11	BEU should take positive steps to encourage interchanges of staff between BEU and D/Ds e.g. staff exchanges, short-term attachments, Para 20;
12	The processes for the conversion and posting of documents to HSE’s Intranet and Internet web sites should be reviewed as part of the evaluation of the Content Management system (CMS) pilot studies, Para 26;
13	The business case for DIAS’ proposal to enable staff to update their own Intranet Staff Directory records should make explicit any D/D staff savings and the arrangements for their collection, Para 27;
14	DIAS should publish details of their Plan for the future development of the HSE web sites and advise D/D IT units of the likely resource required to help progress projects, etc for inclusion in D/D Plans of Work and individual PWPs, Para 27.

Accommodation	
1	FOD's non-core TFS budget to be managed centrally by FOD HQ. This follows on from PRU 1's involvement in the approval process of non-core projects.
2	TFMs to be given a total minor works budget for the relevant part of the FOD estate and submit report of work done and associated invoice to PRU1.
3	Reduce the number of meetings and make more use of video conferencing: <ul style="list-style-type: none"> - Monthly meetings between field divisions and TFMs to be reduced to no more than quarterly - Quarterly meetings between field divisions, FOD HQ, BSD and TFM to be reduced to twice a year.
4	FOD and HID to review the operation of TFM and estate management in Aberdeen including the relationship with FOD Scotland Division.
5	Reduce the number of ad hoc office moves/reorganisations by introducing a planned periodic review of requirements.
6	BSD and FOD to continue to seek more imaginative ways of delivering services, where cost effective. Examples under consideration are: <ul style="list-style-type: none"> • introduction of a janitor in one office; • revision of cleaning specification to provide an element of targeted cleaning for 'hot spots'.
7	FOD, BSD and HSE security officer to review impact of security policies on the estate e.g. to produce a more balanced and consistent approach to security risk assessments, e.g. access control, cctv provision, anti-blast film for windows.
8	FOD, BSD and HSE Health and Safety Coordinator to review impact of the implementation of H&S policy and practices on estates work to clarify roles and responsibilities and seek consistency, e.g. the timing of Health and Safety inspections should be coordinated into the planning process so that any tasks identified in the inspection can be included in annual plans and funding secured.
9	EMU to clarify roles and responsibilities of divisional staff, EMU, TFM and HSE's Agents in progressing works which are the responsibility of the landlord, including feedback arrangements.
10	Individuals should be reminded of their personal responsibilities in relation to the accommodation they use and dealing with problems they identify. Numerous small examples including e.g., keeping desks and floor spaces tidy so that cleaners can clean/polish; using waste paper/green bins appropriately; avoiding having to call out locksmiths by remembering to bring keys to work, etc.

Terms of Reference

Operations: Back Office Services Review

Objectives of review

To develop options on the future organisation of the 'Back Office' support for Operations Group.

The options should be designed to enhance HSE's capability to fulfil its role by :-

- **maximising the potential for cross HSE synergies in the provision of these services.**
- **encouraging an ethos of corporate support rather than central control.**
- **promoting consistent standards in service provision across operations.**
- **building on the work already being carried out as part of the Corporate Services Review.**

Scope

The review will look at all parts of Operations and all 'Back Office' functions except Finance and Planning. (i.e. all functions delivered by HQ/central groups).

Approach

The review will look at the benefits and risks of providing these services in a unified way across operations and make recommendations for how this might best be achieved (taking into account the broader HSE organisational framework).

Timescale

The team will report its initial findings to OMF in February, with the aim of producing a final report in March.

Team

The review will be lead by Steve Coldrick, supported by Wendy Rimmer.