

<b>Health and Safety Executive Board Paper</b>		<b>HSE/05/038</b>	
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## **HEALTH AND SAFETY EXECUTIVE**

### **The HSE Board**

### **Resource Management System (Formally known as Universal Work Recording)**

#### **A Paper by Sarabjit Purewal**

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**Cleared by Sandra Caldwell on 01/07/2005**

#### **Issue**

1. Presentation of Resource Management System (RMS) outline design and approval to proceed with pilots.

#### **Timing**

2. Routine. Approval is required at the 6 July Board in order to complete the pilots for operational staff in HID before the planned introduction of COIN.

#### **Recommendation**

3. That the HSE Board gives approval to proceed with pilots. The Project Board met on 29 June and endorsed the approach given in this paper. Meetings have also been held to discuss this paper with Justin McCracken, Jonathan Rees, Giles Denham, Jane Willis, Paul Davies, Sandra Caldwell, Mike Weightman, and Colin Douglas, and through correspondence with Vivienne Dews.

#### **Background**

4. The business case for RMS was presented to the Board on 2 March 05 at which the Board asked that:
  - The design for the system be developed.
  - Proposals for running a limited set of pilots be developed.
  - Proposals be presented to the Board for approval before proceeding with the pilots.
5. The project has been formally set up with a Project Board. The membership and terms of reference are attached in Annex 1. The Project Board approved the PID, Risk Log, Communications Plan, and Quality Control Plan. The rationale for the project is given in the PID and Communications Plan.

6. The outline proposals have been developed by a project team with representation from FOD, HID, NSD, RPD, CoSAS, OPSD, and Policy Group. Due to the forthcoming changes to RI, they were not included. These proposals have been widely consulted upon. Discussions have been held with senior staff and their comments have been incorporated as far as possible at this stage of design. Consultations have also been held with the COIN team, the Operational Productivity Project Manager, the EDRM project manager, and the emerging HRST project team. The outline design is attached at Annex 2.
7. **The document at Annex 2 gives an outline design setting the principles on which detailed design will be developed at the next stage. Information is collated into two tiers (Fig A at Annex 2). The top tier called categories is high level information derived from the HSE business plan, aimed at strategic decisions at the RDG. The lower tier called activities is for performance management at directorate level and will be developed by them to suit their needs.**
8. **The next stages will include developing the detailed activities list for each directorate during the pilots, examination and review of categories, detailed examples of time recording including examining ways to reduce burdens, training of staff, start of the pilots, evaluation of benefits and costs and subsequent roll out.**
9. To share good practice with other organisations that work record, discussions were held with HSL and are planned with Environment Agency on 11 July. These are/will be included as case studies in the PID, and the experience used in working up the design and managing the project.
10. Trade Unions have been consulted throughout. They will continue to be consulted as the work progresses, and encouraged for greater involvement. PCS have recently announced their opposition to compulsory recording. However, they do not yet have a policy on this. They have been approached to discuss their decision and to resolve the issue. A meeting is being scheduled in the coming weeks.
11. An Intranet site was launched for the project on 30 May to inform staff, with an article in e-express. Staff were invited to send comments to the Project Manager. To date some comments have been received through the Unions, but not directly. These comments relate to staff concerns about the extent of work recording, mostly from support staff. These concerns have been addressed, and will be a key feature for evaluation of the pilots.
12. The pilots have been agreed with HID, CoSAS, RPD, and a limited pilot in FOD. Policy Group was originally excluded because another closely related set of pilots on activity based costing was planned to coincide at the same time. However, this work is now likely to take place later, and it is proposed that Pilots be run in Policy Group. This has been endorsed by the Project Board and DDG (Policy). Preliminary details for the pilots (excluding Policy Group due to recent decision) have been agreed, including systems to use, numbers, timing, evaluation, training etc. Annex 3 gives further details. Overall the pilots will involve an average of 50 staff in each directorate. It is proposed that pilots run for 8 weeks phased from July/August 2005 to the end of December 2005, which gives allowance for staff availability over the summer period for annual leave and for

any disturbance due to the move to the new building in Bootle. Internal audit will be evaluating the outcomes using an agreed criteria.

13. Front line operational staff will be involved in the pilots for HID only. COIN is also being introduced for these staffs, which is anticipated to be phased in HID by end Oct/November. The intention is for HID to complete the pilots before the introduction of COIN. This is possible if there is a decision to go ahead with the pilots at the meeting of 6 July Board. The alternative option would be to run the pilots after the introduction of COIN, which allowing for time for staff to become familiar with COIN, will take the start for the pilots to March 2006. There is a high risk to both COIN and RMS if both are introduced together, and is not recommended.

### **Consultation**

14. Bi-laterals have been held with DDG (Policy and Operations), Chief Scientist and Head of CoSAS, Head of FOD, and NSD and head of OPSD. A formal presentation was made to the Policy Group Management Board for comments and feedback from Policy Group. A submission has been made to the RDG for formal comments, steer and feedback.
15. COIN, EDRM, and HRST personnel have also been consulted.

### **Presentation**

16. Presentation to staff is important, to ensure that clear and consistent messages are communicated. A detailed communications plan has been developed. Early parts of this plan have been delivered, with an Intranet site.
17. Further presentations to staff will be made in those directorates where pilots have been planned.

### **Costs and Benefits**

18. The Business case was presented to the Board on 3 March. The detailed plans are consistent with the costs outlined in the BC. However, the pilots will add an additional cost of £44,000, which is detailed in Annex 3.

### **Financial/Resource Implications for HSE**

19. These were presented in the Business case. The main headings are:
  - Total discounted costs (using a rate of 3.5%) over 7 year period were £5.5M. Of this just under £5M were due to staff recording time based on average of 10 minutes per week.
  - These costs are fully recovered if there is an efficiency improvement of just under 0.6% per annum.

### **Action**

20. As per recommendation



## Annex 1

### Project structure

#### Project Board membership

Sandra Caldwell	SRO and Chair
Paul Davies	CoSAS
Jane Willis	Policy
Vic Coleman	RPD
Brian Etheridge	Operations
Heather Bolton	Operational Policy

#### Project Board Terms of Reference

1. Provide strategic steer and direction to the project representing user interests.
2. Review and approve project plans.
3. Note monthly progress reports, review progress and take any corrective actions necessary.
4. Approve changes
5. Provide assurance that the project has met its stated benefits.

#### SRO

Represents HSE overall interests, ensuring the project delivers its benefits, value for money, and is the decision making authority.

#### Project Manager

Responsible for running the project on a day-to-day basis on behalf of the PB to ensure the project meets required quality within time and budget, and has the authority to make decisions within tolerance limits (set in PID).

## **Annex 2**

### **Outline System Design**

Attached separately.

## **Annex 3**

### **Pilot details.**

#### **Involvement:**

HID, FOD, CoSAS, and RPD will be running pilots. It is proposed that PG is also included.

#### **Size:**

Approximately 50 staff will be involved in each directorate representing a cross section of staff across the directorate and covering all bands including senior management. The size has been selected to cover sufficient numbers to give meaningful information and at the same time keeping the pilots manageable.

#### **Training:**

Training will be provided to all staff involved in the pilots. This will cover the design, its application, using worked examples specific for that directorate and where relevant, the IT system being used for the pilots.

#### **Choice of IT system for pilots:**

CoSAS, RPD and PG will use EXCEL. A system already exists for work recording developed previously in CoSAS. This requires minimal changes to implement the design for RMS, and it is simple to use.

For operational front line staff, EXCEL may not be appropriate due to greater variety of work that they carry out.

In HID their own current CIS system can be used with minimal modification to introduce new categories. This has been agreed with HID and has the advantage that their staff will already be familiar with it.

For FOD the option of using their current system FOCUS is not considered appropriate, due to the degree of changes required. Using other than EXCEL will introduce further significant costs and delays. It has been agreed with FOD that a limited pilot will be run using EXCEL, which will capture support staff that currently do not work record.

#### **Programme:**

The pilots are planned to be phased in July/August 2005 and complete end of December 2005. The pilots are planned to run for 8 weeks. Due to the summer period, and availability of staff, the pilots will be phased with HID starting first, due to constraints on introduction of COIN.

#### **Evaluation:**

HSE Internal Audit will carry out evaluation of the pilots independently of the project team following completion. The pilots will be assessed for:

- The contribution towards improving resource management (benefits);
- Time taken to record data and its ease of use (costs);
- Flexibility towards needs of different parts of HSE.

## Costs:

Table 1 below gives the basis of calculating the costs for the pilots. The overall costs are £44000. This is additional to the costs given in the business case presented to the Board on 3 March 2005.

Table 1: Estimate of resources and costs for pilots

	PM (staff days)	Directorate support (staff-days)	Staff involved in pilots (staff days)	Total staff days	Total costs
Pilot design	5	5*1	0	10	2000
Training material	2	5*1	0	7	1400
Training delivery	5*0.5	5*0.5	50*5*0.5	130	26000
Running of pilots	30 minutes per week	30 minutes per week	50*5*10min per week	49	9800
Evaluation	1	(5*1) + 5 for IA	50*5*15min	20	4000

**Total cost: 43,200**

### Note:

Assumed 7 hr day in calculations.

Pilots run for 8-week period.

Average of £200 per day has been used

Evaluation done using questionnaire with staff (estimate 15min to complete)

5 pilots with 50 staff in each pilot assumed.