

Meeting Date:	7 September 2005	FOI Status:	Open
Type of Paper:	Above the line	Paper File Ref:	
Exemptions:	None		

HEALTH AND SAFETY EXECUTIVE

The HSE Board

Resource Management System

A Paper by PEFD

Cleared by Sandra Caldwell on 2 September 2005

Issue

1. Decision to introduce a Resource Management System (RMS) and aim for a target implementation date of April 2006.

Timing

2. Urgent. A decision is required quickly to enable planning to hit the target date.

Recommendation

3. That the HSE Board agrees to introduction of the RMS across HSE by April 2006.

Background

4. An outline design for the RMS was presented to the Board on 6 July 2005 at which the Board:
 - endorsed the recommendation to proceed with pilots
 - asked that the project report back following evaluation of the pilots.

The pilots will run in FOD, HID, CoSAS, RPD and Policy Group. They are at various stages of progress and are being phased in for completion by end of December 2005.

5. At its meeting on 31 August 2005, RDG identified an urgent corporate need to have better and more complete information on cost attribution, in order to help ensure that resources are being directed to priorities. It considered that the introduction of RMS was necessary to achieve this. It therefore directed that the Board be invited to agree that RMS should be introduced across HSE by April 2006. The current timetable based on running pilots, evaluating them, and then subsequently taking a decision on roll-out would take the programme well into third financial quarter of 2006.
6. To accelerate the programme a decision needs to be made now to introduce RMS, with the pilots informing the issues to be taken into account for its successful introduction. Much of the work to accelerate the programme can be done in parallel with the pilots.

Risks

7. Accelerating the project to aim for an April 2006 implementation carries business risks in three main areas:
- i) Board reputational: presenting the decision to introduce RMS prior to evaluation of pilots will need to be managed with staff and trades unions. All the communications so far have been on the basis that the pilots will test out the feasibility of the system and will only be introduced once the pilots have been fully evaluated;
 - ii) Technological / practical: a decision will need to be made on the system to capture information. There will be risks surrounding the system's capability, and practical implementation aspects;
 - iii) Phasing: preparation for implementation will occur in a relatively narrower timeframe, with a risk that implementation activity eg training might clash with other demands on staff.

None of the risks is unmanageable but all will need careful monitoring and active management.

Consultation

8. The brief time available for preparation of the paper has not allowed for widespread consultation.

Costs and Benefits

9. The business case was presented to the Board on 3 March. The pilots added an additional cost of £44,000, details of which were presented to the Board on 6 July. Accelerating the programme may have some cost implications as work is truncated into a shorter timeframe. This will be analysed by the project team.

Financial/Resource Implications for HSE

10. These were presented in the business case. The main headlines were:
- total discounted costs (using a rate of 3.5%) over 7 year period were £5.5M. Of this just under £5M reflected the staff time involved in recording, based on average of 10 minutes per week;
 - these costs will be recovered if there is an overall efficiency improvement of just under 0.6% per annum.

Action

11. If the recommendation is agreed, RPD will produce a revised project plan.

--	--