



# IMPROVING THE HSE – HSL PARTNERSHIP

Presentation to HSE Board  
By Paul Davies & Eddie Morland

# HSE – HSL Partnership



- **Brief history**
  - How we got here
  - What has changed
- **Attributes of current arrangements**
  - Strengths
  - Weaknesses
  - Opportunities
  - Threats

# What needs to change



- Efficient and effective use of HSE/HSL Resources
- HSL to be provider of first resort
- Strategic Partnership = Long term programmes of R&S
- HSE 'partner' is more informed and more demanding of HSL
- HSL 'partner' is more responsive and a better deliverer
- Competence & Behaviours > 'Systems'

# What success would be like



## Chief Scientist's view

- Each STEP has a well-informed, proportionately detailed 3-5 year Science Plan
- Equivalent arrangements exist to agree a longer term strategic research programme and investment in Key HSL Capabilities – current and new (outside the STEPs)
- Clearer roles, responsibilities and accountabilities for managing S&T Programme budgets

# What success would be like



## Chief Scientist's view (continued)

- **Projects with HSL are simply 'called-off' from previously agreed broad "Science Plan Programmes"**
- **Projects are tightly performance managed against agreed standards**
- **Propriety and VFM are assured by a supervisory panel (with outsiders) and by proportionate benchmarking and market testing**

# What success would be like



## The HSL view

- **HSL very visibly providing VFM**
- **Going concern with positive financial contribution**
- **World class science pushing the boundaries of knowledge**
- **Demonstrable contributions to PSA targets**
- **Valued and trusted partner to HSE**
- **Retains PSRE identity**

# How do we get there?



## Work in Hand

### 1. Projects on:

- Science Governance
- Commissioning and managing R&S
  - Research & Planned Support
  - Investigation

## Work Planned

### 2. Project on Propriety & VFM

# How do we get there?



## Now: Individual approaches & targets

• Chief Executive

• Operations Dir.

• SG1

• SG1

• SG3

• SG4

• SG5

• SG6

# How do we get there?



## Now: Individual approaches & targets

• Chief Executive

• Operations Dir.

• SG1

• SG1

• SG3

• SG4

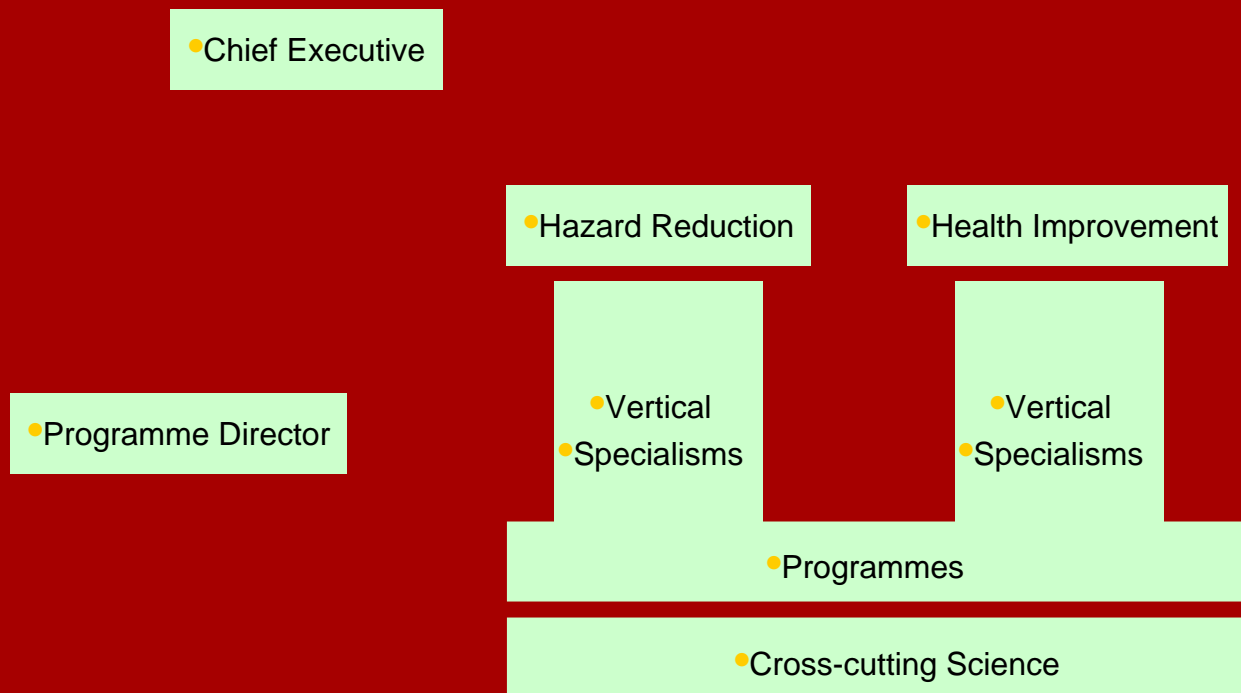
• SG5

• SG6

# How do we get there?



Soon: Team approach; delivery focus



# Key Issues



## Science Plans and stakeholder engagement

1. Is the concept of “consulted-on” programme based science plans right? What more needs to be done to make them workable?

## Longer term planning

2. HSC/E’s mission extends beyond current programmes. What arrangements are needed to produce longer term science plans? Who should lead?

# Key Issues



## Role of HSL

### 3. HSL could fulfil two roles:

- (a) helping to identify knowledge gaps and specifying research projects to fill them (new role).
- (b) carrying out research (existing role).

**Could/should these roles be combined in the proposed HSL Programme Manager function? If so, what would be the role of the HSE Programme Science Coordinators and Project Officers.**

## Management of the science budget

### 4. Current arrangements for managing the S&T budget are not working well. What could be done to improve matters? Areas to consider:

- Aligning HSE's & HSL's systems (eg IT)
- Simplify arrangements with clearer roles, responsibilities and accountabilities
- Knowledge and skills