

Health and Safety Executive Board Paper		HSE/07/36	
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**HEALTH AND SAFETY EXECUTIVE
The HSE Board**

**Second Progress Report on the Action Plan flowing from the
Fundamental Review**

A paper by Mike Lacaille

Cleared by Vivienne Dews on 28 February 2007

Issue

1. Progress on implementing the Fundamental Review Action Plan.

Timing

2. For discussion at this meeting.

Recommendation

3. That the Board comments on progress.

Background

4. Workstream leaders have updated the Plan with progress on actions since the first progress report in December 2006. The latest position is shown at Annex A. Some of the workstreams have been incorporated into HSE's 'Change Portfolio', and others have been incorporated into routine Directorate business. This reflects the Board's wish that the FR should not be an additional Programme in its own right, but rather integrated into HSE's business.

Argument

5. In December 2006, the Board agreed that workstream leaders should carry out further work to quantify better the potential benefits and timing of activities. Several completion dates have been adjusted, reflecting what may initially have been an over-optimistic view of what could be achieved in a challenging programme of work. Workstream leaders have articulated benefits but it has sometimes been difficult to express these quantitatively. Is the Board now content:
 - (i) that there is sufficient detail to gauge whether workstreams have been successful?
 - (ii) with the pace of progress?

6. Many of the workstreams have been integrated into routine Directorate business. Does the Board wish to maintain separate progress reports on implementation, or manage these through eg the Change Portfolio?

Consultation

7. Liaison with those implementing the FR work streams; the Change Sub-Group; and the Director, Communications.

Presentation

8. Externally, RPD will continue to present the outcome of the FR in the context of the SR2007 discussions. The Fundamental Review may be referred to at the forthcoming HSC / HSE Board Residential event in April. Internally, communications have been managed at individual workstream level, with varying input depending on the nature of the work. But there is a need to communicate the overall outcome of the Review. The issue of internal communications in relation to corporate change is to be discussed at the HSE Board Awayday on 7 March, and after discussion with Colin Douglas we suggest that presentation of the FR be considered as part of those deliberations.

Costs and Benefits The benefits of the individual work strands are set out in the Action Plan; not all can be expressed quantitatively. The costs of implementation are *mostly* opportunity costs of staff resources that already exist.

Financial/Resource Implications for HSE

10. This paper cost approximately £2,000 to prepare in staff time.

Environmental Implications

11. N/A

Other Implications

12. N/A

Action

13. See para 3.

HSE Fundamental Review – Action Plan

	Outcome / Outputs	Leader	By when	Benefits	Progress & next milestone
Making Best Use of HSE's Resources					
1	<p>HSE has an effective system for monitoring and managing people's time</p> <p>Produce agreed specification for Resource Management System (RMS) and develop proposals for Board decision on implementing RMS (Change Portfolio workstream)</p>	Director, Resources & Planning	Implement by April 2008 (may depend on progress with COIN)	RMS is an essential pre-requisite for enabling staff to manage their time effectively and focusing effort on productive activity; it is also a key enabler for unit costing. HSE's annual direct pay costs are c£137m, 60% of Admin spend	Project Board to consider detailed specification March 2007; Board to consider user requirement April / May.
2	<p>HSE has simpler and leaner planning / reporting processes that enable people to focus on delivery</p> <p>Develop and implement framework for setting organisational priorities for a three year period, leading to a more streamlined, unified planning and reporting system, providing a basis for driving performance improvement (Change Portfolio workstream)</p>	Director, Resources & Planning	From 2007/08	Increased focus and simplicity will bring greater clarity, utility and visibility – and will reduce transactional costs. Performance data, KPIs and targets at individual, team and at Unit level. Current costs across HSE estimated to be c£3m pa	<p>1. Integrated corporate performance report combining PSA report / Balanced Scorecard / risk from Qtr 3 06/07</p> <p>2. Progress on wider streamlining delayed by other pressures in PEFD but outline plan for the work now being considered.</p>
3	Develop zero based approach to internal forms	Head, Business Services Division (BSD)	June 2007	Abandoning obsolete or inefficient internal processes will free-up resource	<p>Analysis underway by CDS by end of March 2007</p> <p>Review with identified owners by end of May 2007</p> <p>Action complete by end of June 2007</p>
4	Develop proposals for 'Freeing Up Time' (Change Portfolio workstream)	Director, HID	From April 2007	More efficient e-mail / meeting usage. Sampling will be used to measure impact over 2007/8; Economists advising on evaluation	Approach agreed at SCS conference Jan 07; SCS info. pack to be circulated Mar 07; comms. Plan to include express; pilots start Apr 07.
5	Rationalise operational instructions and guidance	Head, Ops. Policy & Support Dir.	Various milestones through 2007/08	Removing redundancy & duplication, & improving access and assimilability to free-up time and improve compliance	OMT agreement secured. Project definition workshop held; detailed planning in progress; steering group being formed
6	Rationalise the HSE change initiative portfolio	Board sub-group on Change / Head, BSD	Board April 2007	Improve effectiveness, efficiency and impact of business change	Initial portfolio to HSE Board by Apr 2007.

	Outcome / Outputs	Leader	By when	Benefits	Progress & next milestone
7	HSE has improved procurement and contract management, with users clear on what to expect from services and how best to obtain them				
	i) Establish criteria for “make or buy” decisions and embed their use in planning processes	Head, PEFD	April 2007	HSE will have better VfM distribution between internal and external service	Criteria have been agreed and will be applied as the business plan is developed
	ii) Ensure that the contracts we enter into are fewer and more strategic, starting in the areas of: <ul style="list-style-type: none"> • Communication, information and publicity • Staff learning and development 	Head, CDS Head, HR	June 2007 July 2007	Annual spend on Info. & publicity c£10m. Training & Conf. spend c£4m	Delay in receiving some specifications from CDS; revised time table is being produced. Delay in finalising the L&D Strategy. The contracting strategy will flow form this.
	iii) Ensure that contracts reflect the user perspective, & that that user feedback is received systematically and used to manage contracts	Head, BSD	Apr 2007	Improved customer experience and satisfaction leading to reductions in nugatory effort and improvement in morale	Procurement Unit introduced a customer satisfaction survey in Sept 06, to monitor the Unit’s performance, both during the contract letting process and the lifetime of the contract. The results are evaluated and used to deliver improvements as required. Action complete, embedded in business processes.
	iv) The Intranet to state simply what service staff can expect, giving a list of FAQs about the service and an email address/phone number for contact when people are not satisfied with the service they have received	Head, BSD	Jan 2007	More user-focussed, professional corporate support with clarity of expectation on service levels	COMPLETED
v) Establish and embed arrangements for "user"/contract manager communication for contracts for staff services	A draft communication plan has been prepared. Next target circulation of plan by April 2007.				
8	All solicitor agents used are engaged through a tendered process	Legal Adviser	April 2007	Reduced legal costs. Annual spend currently c£4m	On track for implementation by April 2007
Improving Delivery					
9	Decision-making is driven by a clear strategic view of business need Produce clear statement of HSE businesses	Director, Policy Prog’s	Statement produced	Greater clarity will bring sharper focus and reduce nugatory work	COMPLETED. Low key communication strategy agreed by Board – now delivered by mainstreaming in corporate business planning

	Outcome / Outputs	Leader	By when	Benefits	Progress & next milestone
10	<p>Enforcement delivery activities are consistent and making an impact</p> <p>Implement agreed recommendations to improve the consistency of operational decision making with the HSC's Enforcement Policy Statement (EPS) and improve the delivery of investigation and prosecution activity. Pilot alternative business models for frontline delivery.</p>	Director, FOD	Dec. 2007	Improved effectiveness and cost-effectiveness. Reduced risk of reputational damage from inconsistent approaches and decisions	Enforcement Prog. Phase 1 concluded and report available. Phase 2 plan agreed with Programme Board. Final report of Internal Audit review of HSE's measures to control the risks of losing high-profile case issued. Roll-out of FOD alternative business model trials – April 07. Introduction of FOD Enforcement performance indicators – April 07. Guidance for notification of sensitive HSE cases to senior management agreed & will be circulated. Review of enforcement management arrangements (EMA) and enforcement management model (EMM) ongoing.
11	<p>Improve HSE's performance in fulfilling its role in supporting Ministers and senior officials by: reviewing how HSE can help its staff improve the service provided to senior customers; getting it right first time more often; reducing duplication of effort; and dealing with issues (e.g. complaints) at the right level</p>	Director, Policy Prog's	Guide in place 2007/08	Getting it right first time more often; reducing duplication of effort; and dealing with issues (e.g. complaints) at the right level	Draft guide being finalised. To be progressed with new head of secretariat, Rene McTaggart
12	<p>HSE has an effective evidence base, and knows what works</p> <p>Collate what HSE already knows about the effectiveness of its interventions and how it can exploit that knowledge & how it can plug the gaps in it</p>	Chief Scientist	May 2007	Better resource targeting and securing better impacts for the same or less resource	Paper to Board December 2006. Fully collating what HSE already knows about interventions – further Board discussion May 07
13	<p>HSE is an effective influencer of others</p> <p>Introducing a customer focused, consistent, joined up approach to influencing others which is integrated as a key part of HSE's formal planning processes</p>	Director, Strategic Prog's	Integration with HSE's planning processes by Feb 2007	More effective (and cost-effective) approaches to securing better health and safety performance	
14	<p>HSE works effectively with other regulators.</p> <p>Develop approach to working with identified key regulators. Feed lessons to planning process for consideration of activity with other regulators.</p>	Director, Comm's	Scope prospect for building relationships by April 2007	Securing better health and safety performance through others in cost-effective ways	Paper to go to HSE Board in March on stakeholder mapping and will include proposals on how we should manage the relationship with the Audit Commission and Ofsted.

	Outcome / Outputs	Leader	By when	Benefits	Progress & next milestone
15	<p>HSE has established firm partnership with LAs, which demonstrably contribute to delivery</p> <p>A vision statement, drawn up jointly and agreed with LAs, on the LA/HSE partnership, with related success criteria and the means of assessing their achievement.</p>	Head, LA/HSE Partnership Programme	Initial work completed (partnership plan) - further work on success criteria, and impact info, by Summer '07	To build on the success of the LA Strategic Programme so as to sustain and develop the LA/HSE partnership, and so that it becomes part of "the way we do business" and has demonstrable and positive impact on health and safety	Feb 07: Partnership plan to March 08 completed and distributed to stakeholders. Work on success criteria, to be assessed at key milestones in summer 07 and summer 08, will be completed by end April. LAs have each been asked to produce 2 "stories" illustrating their work during 06-07, as an adjunct to the quantitative information being collected. Available summer 07.
16	Joint work planning with Local Authorities in Autumn 2006 for 2007/08	Head, LA/HSE Partnership Programme	March 2007	To sustain and develop the LA/HSE partnership	Feb 07: no change. Partnership Managers are currently in discussion with their LAs to promote take-up of the 07-08 portfolio of Fit3 proposals. In some regions this will lead to joint operational plans between FOD and LAs. Collated summaries of LA effort on Fit3 should be available in Apr/May 07
17	<p>HSE has sound information for fully effective performance management and targeting of resources</p> <p>Develop a better segmented business and / or duty holder-based approach to engagement</p>	Head, Strategy Division (part of fine tuning project)	Summer 2007	Better targeting and focus will lever greater effectiveness and improve cost-effectiveness	Fine Tuning Report to be considered by the board at its away day on 7 March
18	Improve HSE's information databases on businesses to better target interventions by risk and sector			Better data will improve the transparency of performance for both stakeholders and HSE	
19	Define more clearly what information businesses need to manage better their own health and safety performance				
Making Best Use of Science (MBUS)					
A separate Board paper (B/07/39) discusses the MBUS project and its progress.					