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HEALTH AND SAFETY EXECUTIVE

The HSE Board

COIN Model Office Update on National Roll out

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Cleared by Justin McCracken on 25 May 2007

Issue

1. Update on progress of the COIN Model Office project.

Timing

2. Routine.

Recommendation

3. HSE Board members are asked to note progress with national roll out.

Background

4. In January, the board agreed to the proposed approach and the resources required to enable the model office project to be rolled-out nationally. The roll-out was formally signed off by the COIN programme board, who endorsed the proposal to use staff from the business to train and up-skill their colleagues, use the training sessions to reinforce business processes and develop consistent ways of recording this information on COIN. Updating the data handbook to support the project was also an integral part of the project.
5. Training delivery, including the comprehensive training programme for trainers, was scheduled to run from the beginning of February to the middle of July, with each member of FOD and HID receiving an average of three to four days training, depending upon their role. Plans for ND were still in development. See annex 1 for detailed training roll out plan.

Argument

Progress

6. Progress against the plan has been good. All of the trainers required for the roll out have now been trained, resulting in over 70 staff able to deliver training across Operations Group. Three FOD divisions have completed training delivery (NW, YNE ESE), two are half way through (WSW, SCOT) and three are just about to start (MIDS, LON, CHSD). In HID training delivery at six of their 13 sites is completed, with over half of HID staff been trained. Plans for the roll out in ND were dependent upon a number of new ND specific reports being developed. Progress with these reports has been good, with all ready at the beginning of June. ND are proposing to run a series of workshops for managers on reports, and to provide a combination of group courses and individual coaching using both

OPSD and ND trainers to staff identified as requiring further support on COIN. All courses and one to one training is scheduled for delivery in June and early July.

7. Scheduling of courses was an arduous task, but had to be done within set parameters to ensure that the overall plan could be achieved. It was down to staff in each division to develop schedules, which required a significant amount of staff time and effort both to set up and maintain throughout the roll out. All schedules were in place prior to course delivery and have been maintained to ensure staff receive the correct training. This is a huge achievement by all staff involved in this task.
8. Overall, the standard of training delivered has been high, with some very positive feedback from delegates on the professionalism of the trainers, as well as the quality of the material they have delivered. In general, the overall performance of the training database has been satisfactory and has been able to support the required training courses. However, there have been some difficulties with the training database, and the initial setting up of training rooms, which have been taken up with REFIT.
9. Strong leadership was key to the success of the roll out and it was important to the roll out that senior managers supported the project, especially against such challenging deadlines. At SCS level the co-operation and support was very evident. It was a slightly more mixed picture below SCS, but everyone co-operated and pulled together to try to make the roll out a success. In some offices the co-operation was outstanding and the Programme Board will make sure that this message goes back to them. The bulk of the work for organising the roll out has fallen to a core team including the COIN Model Office manager, and representatives from FOD/HID/ND. Efforts put in to make the project a success have been outstanding.
10. There is still some work to do on the project before it is due to be completed at the end of July. This work rests mainly around data quality, which is a key area for all parts of our business. Processes and procedures are to be developed to ensure that we achieve the required level of data quality, with input from the business necessary to ensure that there is adherence to these procedures, together with ensuring there is conformity to the agreed processes covering inputting of data onto COIN.

Managing the Risks

11. A number of risks associated with the national roll out were identified at the start of the roll out, with the major risks presented to the Board. Mitigating actions have been taken to reduce the risks, and will continue to be taken until roll out is complete. The following table summarises the current status:

Project Risk	Action and current status
Unable to secure the right people to be trainers	All trainers have now been identified, with the vast majority able to deliver the standard of training required. Support has been given to weaker trainers, enabling acceptable levels of delivery to be achieved.

Leadership and management support in operational directorates insufficient to ensure success.	Meetings with divisional management teams have been held; regular feedback from line managers, site champions, divisional managers and trainers is obtained; the project team has an ongoing programme of site visits, and there is regular contact with directorate roll out teams.
Little available contingency in the plan	Schedules for each site have been developed; training rooms were set-up in time for delivery of courses; amendment of course scripts were made to ensure COIN live and training database could cope with additional load; additional hardware was installed in some locations.
Potential clash with EDRM roll out	Plans for both projects were adjusted, so that all potential clashes were avoided, enabling delivery of both projects within the required timescales.
Major incident could divert resources	No diversion of resources has been necessary so far.

Evaluation

12. Formal evaluation, which comprises a questionnaire issued to each delegate, is carried out a couple of weeks after the training has finished. Results to date are limited to the Carlisle office (FOD), which show that before training 11% of staff rated themselves as confident and competent, and 33% rated themselves as efficient and effective in using COIN. After training all staff rated themselves as being confident, competent, efficient and effective in using COIN, which is comparable with the results obtained from the pilot in Preston.
13. Informal feedback received so far has been extensive, coming from many sources including trainers, line managers and delegates themselves. Overall the feedback has been positive, with the majority of staff saying they have learned something, irrespective of their experience of using COIN. Many commented on the standard of the training, particularly the quality of the training material and the professionalism of the trainers, making the courses interesting as well as informative. Line managers and trainers have noted how staff can now use the system effectively, and how people's confidence in using the system and understanding what it can be used for has improved. Internal Audit are carrying out an audit of COIN compliance to evaluate post training levels of compliance with operational procedures and agreed COIN procedures, guidance and training. The auditor will be visiting 5 offices between May and July.
14. Success criteria for the national roll out, endorsed by the Board in January, are being met. The success criteria are:
 - a) Common business processes have been adopted across and within the Operational Directorates and are effectively supported

by the COIN system:

- b) Users will be able to use COIN to carry out their routine activities efficiently and effectively and they will be confident and competent using the COIN system
- c) Training is delivered on time in a professional manner, the right courses being delivered to the right people;
- d) An effective long-term support network is established that provides a combination of onsite support with centralised company level support.

A lot of work was done prior to the roll out to agree common business processes to be followed by all staff. This was to ensure consistency and to help improve the overall quality of data. The agreed processes have been incorporated into the scripts used to deliver each course; informal feedback indicates staff are now able to use the COIN system efficiently, effectively, with their confidence and competence increasing as they complete their training; training schedules have been developed for each member of staff, with the courses they attend linked to their role; delivery of training is monitored and supported by the project team to ensure it is being delivered in a professional manner; trainers within each directorate are helping with the establishment of a long term support network, which will be in place once the rollout is complete.

Consultation

15. All operational directorates are consulted regularly about progress of the national roll out. This is also formally monitored by the Programme Board with key go/no go decision points throughout the roll out period. In addition Ian Whewell (HID), David Ashton (FOD), Alun Williams (ND), Steve Loxam (Logica CMG), Dave Smith (COIN Project), Clare McNicholas (COIN Model Office Manager) have all been consulted about the Board paper.

Presentation

16. Feedback from the formal evaluation of the training will be included in the monthly news release on the COIN web site, as well as being mentioned in e-express.

Costs and Benefits

17. The programme is working within allocated costs and the delegated authority limit. These costs are scrutinised by the SRO (Justin McCracken) and the programme board on a regular basis.

Financial/Resource Implications for HSE

18. The review of project costs noted in the paper presented in January has taken place. The development charges for 06/07 in the business case were £1,507,007 and the actual outturn was £1, 549, 53 a variance of £42,524. The development budget for 07/08 has been reduced to take this into account, thus remaining within our delegated authority limits. BSD have confirmed they can fund the £457.4k (to

stay within the delegated authority limit) for the remaining work on COIN from the existing 2007/8 IS/IT budget.

Environmental Implications

19. None

Other Implications

20. None

Action

21. The Board is asked to note progress with the national roll out.