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HEALTH AND SAFETY EXECUTIVE

The HSE Board

COIN Model Office update on Evaluation

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Issue

1. To report on the evaluation of the COIN Model Office project.

Timing

2. Routine.

Recommendation

3. HSE Board members are asked to note the results of the evaluation of the COIN Model Office project.

Background

4. In June, the Board were updated on progress with the COIN Model Office project. This project is now complete with 1388 staff trained at 28 locations. The whole initiative was completed to time and budget. Progress against the plan, which used staff from the business to train and up-skill colleagues, reinforcing operational procedures and developing consistency in recording information on COIN, was good. Training delivery, including the comprehensive training programme for trainers, was scheduled to run from February to mid July. Each member of FOD and HID received an average of three to four days training, depending on their role, and managers in ND received a half day of training on the new suite of management reports developed specifically for their needs.
5. One aspect of training delivery that did not go to plan was the setting up of the training facilities in local offices. Faulty and dirty equipment, and dangerous cable management and lack of connectivity were constant issues. The matter was raised with REFIT who took it up with their supplier and procedures put in place to ensure that the set up at the site was satisfactory before the installation was signed off.

Argument

6. The COIN Model Office was completed in July, according to plan. Over 10,000 training days were delivered by over 70 newly trained trainers, which can be considered a remarkable success given the extremely challenging timescales and the fact that the vast majority of trainers did not have any previous experience of training delivery.
7. Formal feedback was gathered by means of a questionnaire which was issued to each delegate a couple of weeks after training had finished. Results show that in

FOD before training 49% of staff rated themselves as confident and competent, and 55% rated themselves as efficient and effective. After Model Office training this changed to 92% staff that were confident and competent and 88% that were efficient and effective in using COIN. For HID the results indicate that before training 45% of staff were confident and competent, which rose to 87% following training, and 57% of staff were efficient and effective prior to training, rising to 90% following training.

8. In ND, formal evaluation was carried out by obtaining feedback from the ND management board, due to the different way in which the Model Office was rolled out. They were content that managers were now able to use the suite of reports developed for them, which was the main outcome that ND wanted from this project.
9. Extensive informal feedback was received, 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.
10. Another measure of confidence in the system is the fact that Directorates agreed to switch off the legacy systems. A staged approach has been taken to remove these systems, with all being switched off by the end of October.
11. Internal Audit carried 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 visited 5 offices between May and July, in the weeks following completion of training at those sites. Overall they found satisfactory levels of compliance with COIN training and guidance, and relevant operational procedures. They found that users' input activity had increased since receiving Model Office training, there were good levels of understanding of the importance of data quality in key areas such as fatals and prosecutions, and all staff interviewed as part of the audit were aware of COIN guidance and in most cases had used it since the training.
12. Success criteria for the national roll out of the Model Office were met. The success criteria and how they were met is as follows:

Success Criteria	Actions taken
Common business processes have been adopted across and within the Operational Directorates and are effectively supported by the COIN system	Common business processes were agreed and were incorporated into the scripts used to deliver each course.
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.	Evaluation, both formal and informal demonstrated that staff can use COIN efficiently, effectively, with their confidence and competence increasing as they complete their training

Training is delivered on time in a professional manner, the right courses being delivered to the right people.	Training was delivered as planned, with each member of staff receiving training relevant to their role. Delivery of training was monitored and supported by the project team, with all courses that were observed being delivered to an acceptable standard.
An effective long-term support network is established that provides a combination of onsite support with centralised company level support	A COIN support network has been set up and is now in place across Operations Group.

13. Overall, the level of concern expressed by COIN users about the system has significantly dropped. Although the formal COIN Programme has now been closed there is still a major improvement programme being taken forward including further system enhancements, development of a data quality strategy and a large employer re-structuring and de-duplication exercise.

Consultation

14. All operational directorates were consulted regularly about progress of the Model Office which was formally monitored by the Programme Board, who agreed that the Model Office project had achieved its aims and met the success criteria at its final meeting in August 2007.

Presentation

15. The results of the evaluation will be placed on the COIN web site.

Costs and Benefits

16. The costs for the Model Office initiative were held within agreed limits. As reported at the June Board meeting the programme was delivered within allocated costs and delegated authority limit. The costs were scrutinised by the SRO (Justin McCracken) and the programme board on a regular basis.

Financial/Resource Implications for HSE

17. The COIN Model office was delivered as part of the overall COIN programme which had an overall limit of £22,398,694. At the time of the programme close spend was £21,900,731 giving an underspend of £497,963.

Environmental Implications

18. N/A

Other Implications

19. N/A

Action

20. The Board is asked to note the results of the evaluation of the COIN Model Office project.