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HEALTH AND SAFETY EXECUTIVE
The HSE Board

Making Best Use of Science (MBUS) Project: Closure Report

A Paper by John Hampton

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Cleared by Justin McCracken on 25 February 2008

Issue

1. To update the HSE Board on the progress of the MBUS delivery projects to implement the decisions made by the Board at its meeting in July 2007.

Timing

2. Routine.

Recommendation

3. We ask the HSE Board to:
 - a. Note the progress of the delivery projects arising from the MBUS proposals (*paras 8 and 9*)
 - b. Approve the closure of the MBUS project and
 - c. Approve the proposals for post-closure review of the project and the realisation of benefits (*paras 10 and 11*).

Background

4. The HSE Board established the Making Best Use of Science project to oversee the implementation of recommendations on science from the Fundamental Review (2006). The main aims of the project have been to make sure that:
 - a. HSE's S&T is focused on identifying and delivering our business priorities
 - b. The S&T community has the flexibility to adapt to changing needs and
 - c. S&T staff have effective management arrangements which provide strong professional leadership and opportunities

The vision and the progress of the project have been summarised in two previous papers for the HSE Board (TRIM Refs 2008/74599 and 2008/74641).

5. In July 2007, the MBUS Project Board brought forward a range of proposals to improve the structures, processes and behaviours which contribute to the delivery of S&T in HSE. The HSE Board endorsed these proposals but with specific requirements:
 - a. to ensure that staff were aware of the proposals and the impact they were likely to have on their work and
 - b. to bring forward detailed arrangements for the financial management of S&T
6. The MBUS proposals and messages were explained to staff in an Express article (August 2007), followed by cascade briefings and a road show conducted by members of the MBUS Project Board (October/November 2007).
7. The delivery of the MBUS proposals, including those for financial management, has been handled by individual parts of HSE overseen by the MBUS Project Board.

Argument

8. Progress - substantial progress has been made in all of the delivery projects:
 - a. The STG was launched as planned in October 2007 and the arrangements for management and infrastructure are in place or well-advanced
 - b. The SSG including external members had its first full meeting in January 08 with positive feedback from participants
 - c. Patrick McDonald is managing the transition from CoSAS to the new CSAG through a working group
 - d. HSE's SSA was appointed in October 2007 and an initial stock-take to identify good practice and to determine key issues and priorities has been completed
 - e. The Science Plan (08/09) has been drafted and work is already being commissioned from HSL against the plan
 - f. Planning workshops to help generate the medium-term Science Plan (09/10 – 10/11) are taking place. Early feedback indicates they are a welcome aid to strategic thinking
 - g. Arrangements for financial management of devolved S&T budgets (drawn up by CoSAS/PFPD in consultation with HSE stakeholders) are close to completion and will be in place by 1 April 2008 (TRIM Ref 2008/74967) Training has been organised for key staff.
 - h. Governance procedures and communication plans are under development – simplified roles and responsibilities for staff in the S&T process will soon be posted on the Intranet.
9. Other projects – a number of other projects have been progressed which, although not part of the MBUS implementation, are related and have been carried out in accordance with the principles of MBUS and the MBUS Project Board has overseen communications on these projects:
 - a. The Upside team are currently working on system configuration, guidance and training material
 - b. FOD will introduce new arrangements for managing staff in the Specialist Groups in national teams from April 2008

- c. HID will introduce similar arrangements for managing their process safety field specialists
- 10. Project Closure – the MBUS Project Board has formally reviewed the progress of the project and concluded that it is now time to close it. The objectives of the project have been delivered although it will be some time before we can be sure that the benefits have been fully realised.
- 11. The MBUS closure document (TRIM Ref 2008/74655) summarises the work which has been completed and sets out the outstanding work and the people responsible for delivering it. The Project Board has agreed a formal review of the project in Q1 of 2009 and an earlier specific review of the financial management arrangements (after mid-year 08/09) overseen by Patrick McDonald and the SSG. The findings and conclusions of these reviews will be presented to the HSE Board at a future meeting.
- 12. The closure document also sets out the lessons learned during the project. The MBUS road shows which gave staff the opportunity to interact with senior managers involved with MBUS were very well-received and have helped engage S&T staff in the MBUS process.
- 13. We invite the HSE Board to agree to the closure of the MBUS project and to the arrangements for formally reviewing the project and its benefits. In closing MBUS the Board should not lose sight of the substantial challenge of aligning specialist capability with the corporate and line needs of HSE. Much has been achieved. But as we approach a period when HSE will be contemplating relatively large scale recruitment of specialists we need to consider how best to recruit to support the future requirements of HSE and avoid the assumption that like for like replacement will always be appropriate.

Consultation

- 14. The MBUS Project Board comprises representatives from across the S&T community and its main customers. We have also involved stakeholders across HSE in our work, including; PFPD, TU side, HR, EAU and Legal Office.

Presentation

- 15. Not applicable

Costs and Benefits

- 16. The Project Board's estimates of the costs and benefits of the MBUS project were accepted by the HSE Board in July 2007 (TRIM Ref 2008/74641) We do not believe that there have been any developments in recent months which would substantially change our estimates. The realisation of benefits will be assessed in the formal review of the MBUS project in 2009.

Environmental implications

- 17. Not applicable.

Action

18. The MBUS closure document sets out the arrangements for closing the MBUS project, the responsibilities for completing the outstanding work and for formally reviewing the completed project. The SSG will be responsible for monitoring the realisation of the benefits and keeping the HSE Board updated on progress.

Reference documents – not attached

TRIM 2008/74599 - MBUS update for the HSE Board (March 2007)

TRIM 2008/74641 - MBUS 2nd update for the HSE Board (July 2007)

TRIM 2008/74967 - Procedures for operating delegated S&T budgets (March 2008)

TRIM 2008/74655 - MBUS closure report (February 2008)