

Health and Safety Executive Board		HSE/12/62	
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## FOD CHANGE PROGRAMME

Paper by Wendy McVey, FOD Change Manager

### Purpose of the paper

1. To provide the Board with an overview of the FOD Change Programme.

### Background

2. FOD is in the second year of its 4 year Change Programme. The Programme will be presented at the August Board meeting to inform the Board of the scope, nature and progress of FOD's Programme.

### Overview

3. The Programme aims are about maintaining impact with reduced resources, improving intelligence-based targeting of inspections, and implementing and effectively operating Fee for Intervention.
4. The approach is a formal programme of projects, focusing on improving performance, productivity, efficiency and flexibility, and doing so through introducing new tools, systems and ways of working. FOD is working with other Directorates on many of its key projects. These include projects on "Business Process Re-engineering" (efficiency), "Enhanced Mobile Working" (flexibility); and "Working together" (culture).
5. The shape and timeline of the Change Programme can be summarised as follows:
  - 2011/12 – Reshaping FOD: smaller, more focused, more flexible, more efficient
  - 2012/13 – Peak year of change: new inspection targeting system, introduction of FFI, sharper performance metrics and management, and more flexible working
  - 2014/15 and 2014/15 – pace of new development slows down, focus shifts to evaluation, fine tuning, further embedding and benefits management.
6. Key challenges for FOD include:
  - capturing and managing sufficient intelligence to enable a step change in our ability to target poor health and safety performance;
  - the introduction of new ways of working required for effective operation of FFI;
  - balancing the pace and depth of change, with frontline delivery, and within the latter, balancing and managing proactive and reactive workloads;
  - maintaining consistency of outputs and outcomes, against increasing diversity across FOD's locations; and
  - achieving beneficial change against a challenging general backdrop for staff.

7. The actions we are taking within the Change Programme to increase flexibility and efficiency in the way we deliver our core functions are helping to address these challenges.

**Action**

8. The Board is invited to note the challenges above and the actions FOD is taking to address these within its Change Programme, and to provide feedback if appropriate.

**Paper clearance**

9. This paper has been cleared by David Ashton.