

Health and Safety Executive Board		HSE/12/11	
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Future Access to Services (FASe) Programme: An Update and Report on Programme Closure

Purpose of the paper

1. To update the Board on the successful delivery of the FASe Programme and report on the impact of the changes in service provision.

Background

2. The Programme was originally initiated to review the provision of the Incident Contact Centre and Infoline and re-tender the contracts. Following the change of government in 2010 and the affect on public sector funding, HSE senior management took the opportunity (in August 2010) to agree a change of direction and develop an alternative delivery model, making better use of online services.
3. HSE's vision for the FASe Programme was:

HSE will provide a primarily online notification and information service, incorporating a small in-house function, with information and guidance provided via a comprehensive web presence. These services will provide value for money, will be aligned to the needs of the front-line and will ensure continued legal compliance with HSE's notifications and advisory duties.

4. The main elements of the Programme were to:
 - a. Close down the contracts with Santia Consulting Ltd, for the Incident Contact Centre (ICC) [taking RIDDOR Notifications] and Infoline [providing an information and guidance service for health and safety enquiries];
 - b. Commission a new ICC call-centre service, to take telephone reports of fatal and major injuries only;

- c. Develop a new RIDDOR notifications database and suite of seven interactive online notification forms (in English and Welsh);
- d. Retender the contract for the provision of the Gas Safety Advice Line, answering calls on domestic gas safety issues;
- e. Ensure key improvements to the HSE website were taken forward to improve access to health and safety information and guidance for the public;
- f. Manage the risk of 260,000 previously Infoline calls being redirected into the business.

Outcomes

- 5. The objectives and targets of the FASe Programme have been met. The new delivery model for the ICC was delivered on time, the IT solutions (database and on-line forms) were successfully developed, the call centre facility was implemented successfully with JobCentre Plus and duty holders are readily able to use the new on-line forms.
- 6. The closure of Infoline was achieved on time without affecting HSE's normal business. Only a small number of calls were received into HSE offices which has been manageable and numbers are well within predicted volumes. The HSE website has been improved to help members of the public find the health and safety information they need, with an ongoing programme of further improvements planned.
- 7. The Gas Safety Advice Line operation was transferred to Capita Gas Registration and Ancillary Services with no adverse effect on customers and at no cost to HSE.
- 8. Key Aims and Critical Success Factors (CSFs) were identified and are reported against in Annexes 1 & 2 respectively.
- 9. HSE is on target to realise the benefits identified through the FASe Programme including: £11.8m savings over five years, improvements to the HSE website, other CSFs (and associated benefits) will be tracked by the relevant parts of HSE. Adjustments are being made to budgets to realise the cash savings.

Action

- 10. The Board is invited to note the contents of this paper.

Paper clearance

- 11. This paper was cleared by the SMT on 14 December 2011.

FASe Programme Key Aims and Outcomes	
Key Aim	Outcome
<p><u>RIDDOR Notifications Project</u></p> <p>a) Ensure continued provision of arrangements, meeting HSE's legal obligations and arrangements with Local Authorities, i.e. capturing statutory notifications and reports made under RIDDOR;</p> <p>b) To reduce expenditure.</p>	<p>The original go-live date of 1 April 2011 was affected by the requirement to place the telephony service with Job Centre Plus (JCP), rather than via a procurement exercise. This placed additional time bound service requirements on HSE. Once these time factors had been factored in then database design and business process re-engineering met all timetabled milestones and quality review stages. The JCP provided service, web forms and database system successfully went operational to the revised timetable.</p>
<p><u>Infoline Closure Project</u></p> <p>a) Ensure appropriate arrangements for the provision of information and advice, in line with Health and Safety at Work Act provisions;</p> <p>b) Ensure the public could easily access health and safety information and guidance via HSE's website.</p> <p>c) Put into place mitigation to minimise the impact of the closure of Infoline on HSE's operational and other business areas, e.g. reduce call volumes prior to closure, close down routes into HSE and manage the number of complaints regarding this to agreed levels;</p> <p>d) To reduce expenditure.</p>	<p>i. Infoline was closed on schedule on 30 September 2011.</p> <p>ii. A significant programme of improvements to the HSE website was implemented and will continue through to 2012.</p> <p>iii. A comprehensive plan to reduce the potential impact of large volumes of calls seeping into HSE was implemented successfully.</p>

FASe Programme Key Aims and Outcomes

Key Aim	Outcome
<p data-bbox="190 360 857 392"><u>Gas Safety Advice Line Retendering Project</u></p> <p data-bbox="237 435 1055 499">a) Maintain the provision of consumer focused gas safety advice;</p> <p data-bbox="237 544 613 576">b) To reduce expenditure.</p>	<p data-bbox="1182 368 2018 547">i) A partnership tender exercise was undertaken, and, following a formal assessment, Capita Gas Registration and Ancillary Services were selected and began to operate the new service, on schedule, from 1 October 2011;</p> <p data-bbox="1182 600 2018 778">ii) The direct costs of this service have been absorbed by the supplier, resulting in a zero cost to HSE for the service. There will be management cost savings as the supplier also operates the Gas Safe Register and the HSE resource covers both areas;</p> <p data-bbox="1182 831 1973 895">iii) There have been no complaints about the change in provision of this service.</p>

CRITICAL SUCCESS FACTORS	
Critical Success Factors (from Business Cases)	Comments
RIDDOR	
Introduction of new online form and database	Forms & database went live, to specification on the revised time schedule.
80% of notifications to be completed online within 6 months of the launch of the new system.	Nearly 87% of all RIDDOR notifications are now received on-line.
Enquiries about RIDDOR to be handled by HSE's website	<p>Guidance available on RIDDOR on the HSE website has been extensively updated.</p> <p>The number of hits on HSE website is increasing steadily e.g. 1 Jan to 30 Sept 2010 there were 9.7 million hits, whereas in the same period in 2011 there were 11 million hits (an 8% increase)</p>
<p>Cease handling non-reportable RIDDORs by:</p> <p>a) Developing improved guidance to reduce rates of submission of non-reportable notifications and screen out any that are received</p> <p>b) Closing down the email route for submission of notifications, as those with access to the internet should find it easier to submit an online.</p>	<p>i) When non-reportable RIDDORs are received (via post or email) these are being returned to the sender with an explanation. Guidance on the HSE website explaining what is and is not reportable has been extensively updated.</p> <p>HSE receives around 53,000 non-reportable incidents a year and the aim is to reduce this figure through the education activities mentioned above.</p> <p>ii) HSE has continued to allow companies utilising electronic</p>

CRITICAL SUCCESS FACTORS	
Critical Success Factors (from Business Cases)	Comments
	<p>accident books to send an automatic email to HSE to report an over 3 day incident, as a temporary measure. These are being evaluated as to whether they are reportable, and if so input into the database by HSE staff.</p> <p>iii) A permanent solution to enable companies to email in RIDDOR forms, with these being automatically uploaded to the database is currently being developed. This is on schedule for delivery in January 2012. Our current intelligence suggests around 150 companies will use this route to notify incidents to HSE, many of them are major retailers.</p>
<p>Introduce an Interactive Voice Recording (IVR) on the telephone route, to direct those reporting over 3 day incidents, diseases and dangerous gas appliances to report online.</p>	<p>The IVR forms an integral part of the JCP provided service, by directing callers to the appropriate mechanisms for reporting incidents (fatal & major incidents via telephone; all other reports via the HSE website). There is provision in the JCP contract that those who genuinely cannot access the internet can also report by telephone.</p> <p>Since the start of the new service there have been 32,581 reports made by the four routes – online, paper, email and phone (JCP). The overall numbers of notifications are similar to the equivalent period in 2010. The percentage breakdown by route is shown in table below:</p>

CRITICAL SUCCESS FACTORS			
Critical Success Factors (from Business Cases)	Comments		
		Target	Actual
		(%)	2010 (%)
	Online	83	55
	Paper	1	8
	Email	-	16
	Phone	16	19
	<p>HSE is content with the progress made towards the targets to date as the interim email arrangements are still in place until the implementation of the permanent solution.</p> <p>There is a higher than expected level of paper notifications due, in part, to a number of major retailers not migrating to electronic systems until 2012. All of those submitting by paper are being contacted to inform them of the online arrangements and the ease with which they can be used.</p>		
Ensure HSE continues to provide a Welsh language service (via online forms & telephone)	Welsh language forms were available from launch. A Welsh language service has been developed, with the support of Field Operations Division, and this is operational.		

CRITICAL SUCCESS FACTORS	
Critical Success Factors (from Business Cases)	Comments
INFOLINE CLOSURE	
Reduce call volumes to Infoline before closure (aim for around 5000 per month from a 2010 average of over 20,000 per month).	In the final month of operation Infoline answered 5,469 calls; Other contact routes (web-form and written) for Infoline were closed down 2 weeks prior to the closure of the telephone service.
Numbers of complaints about the closure of Infoline to be under 500 per month immediately following closure; dropping to 250 per month within 1 year and 200 per month after 1 year without the service.	Very few complaints received (less than 20 in the first 6 weeks after Infoline closure)
Agreed programme of website improvements	A process to identify and revise the most frequently accessed topics on the HSE website is ongoing, 50 of the 100 top sites were reviewed and revised prior to the closure of Infoline. This constitutes 25% of the HSE website. Website hits have increased by a cumulative percentage of 13.54% over last year.
GAS SAFETY ADVICE LINE	
Provide a continuity of service during the transition from Santia to the new service provider, Capita Gas Registration and Ancillary Services.	Continuity of service provided. No complaints received about service delivery model change.