Improving Science Planning, Governance and Management in HSE

What is ‘science’?

“… includes all public and private activities of a scientific and technological nature, including mathematics, engineering and the social sciences”

DTI/OSI definition

Making Best Use of Science Project – the vision

- **HSE's Science & Technology capability is focused on identifying and delivering HSC/E's current and future business priorities;**

- **We have the flexibility to adapt to changing business needs (both internal needs and external ones driven by our work with other stakeholders and in the wider health and safety context); and**

- **S&T staff have straightforward and effective management arrangements which provide strong professional leadership and good career management and opportunities.**

Making Best Use of Science Project

A review by the Office of Science and Innovation

“ … found HSE's performance against … ten key attributes that underpin good practice in the use and management of science by government departments to be good.”

However ……..

- **A conclusion of the HSE Fundamental Review (2006) was that HSE needs to improve … the ways we plan for, procure and deliver our science;**

- **The HSE Board aim that new science governance arrangements should:**
  - **meet the science needs of the various HSE customers; and**
  - **challenge HSE customers on whether the science requested was either affordable or achievable; and whether the science would be used effectively to meet an identified business need;**

- **The OSI report on their review of HSE science which identified the need for some improvements.**

Improving Planning Governance and Management of HSE's Science

Successful implementation will lead to improvements in:

- HSE's business planning (and in particular, better linking of our science to our business needs);
- The way HSE identifies the needs for new evidence and innovation;
- Evidence-based decision making;
- The quality and value of HSE's science;
- HSE's business processes for planning, commissioning and managing our science (with more focus, less nugatory activity and greater efficiency);
- Management information and performance management;
- Understanding of roles and responsibilities – with clear identification of who is responsible for making decisions; and
- HSE/HSL partnership working.

Improving Planning Governance and Management of HSE's Science

The key issue is to improve the way HSE:

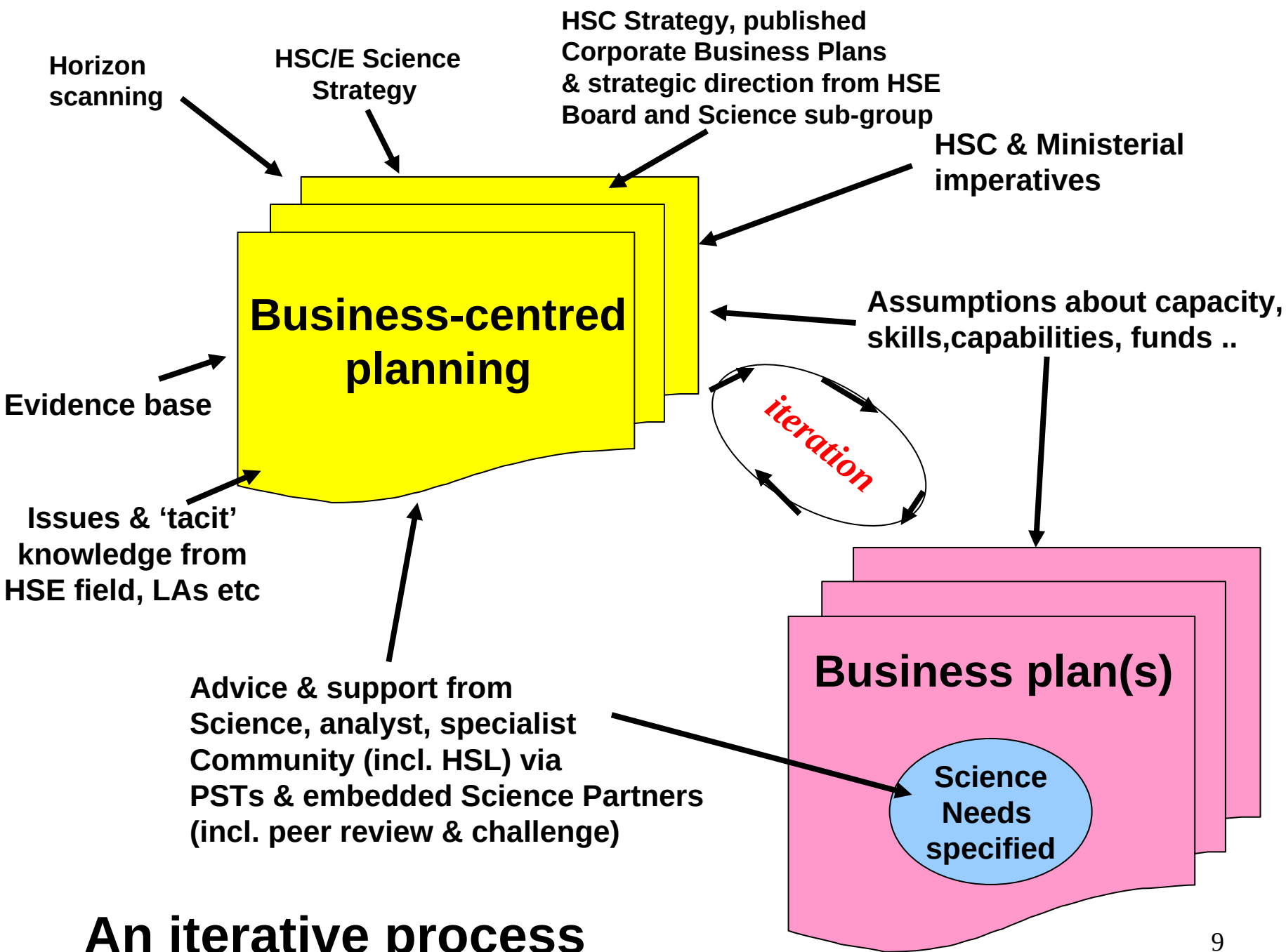
- **clarifies its business objectives**
- **identifies the evidence, technical support & innovation it needs to meet those objectives**
- **identifies what science best meets those needs**

i.e. better planning.

Planning proposals

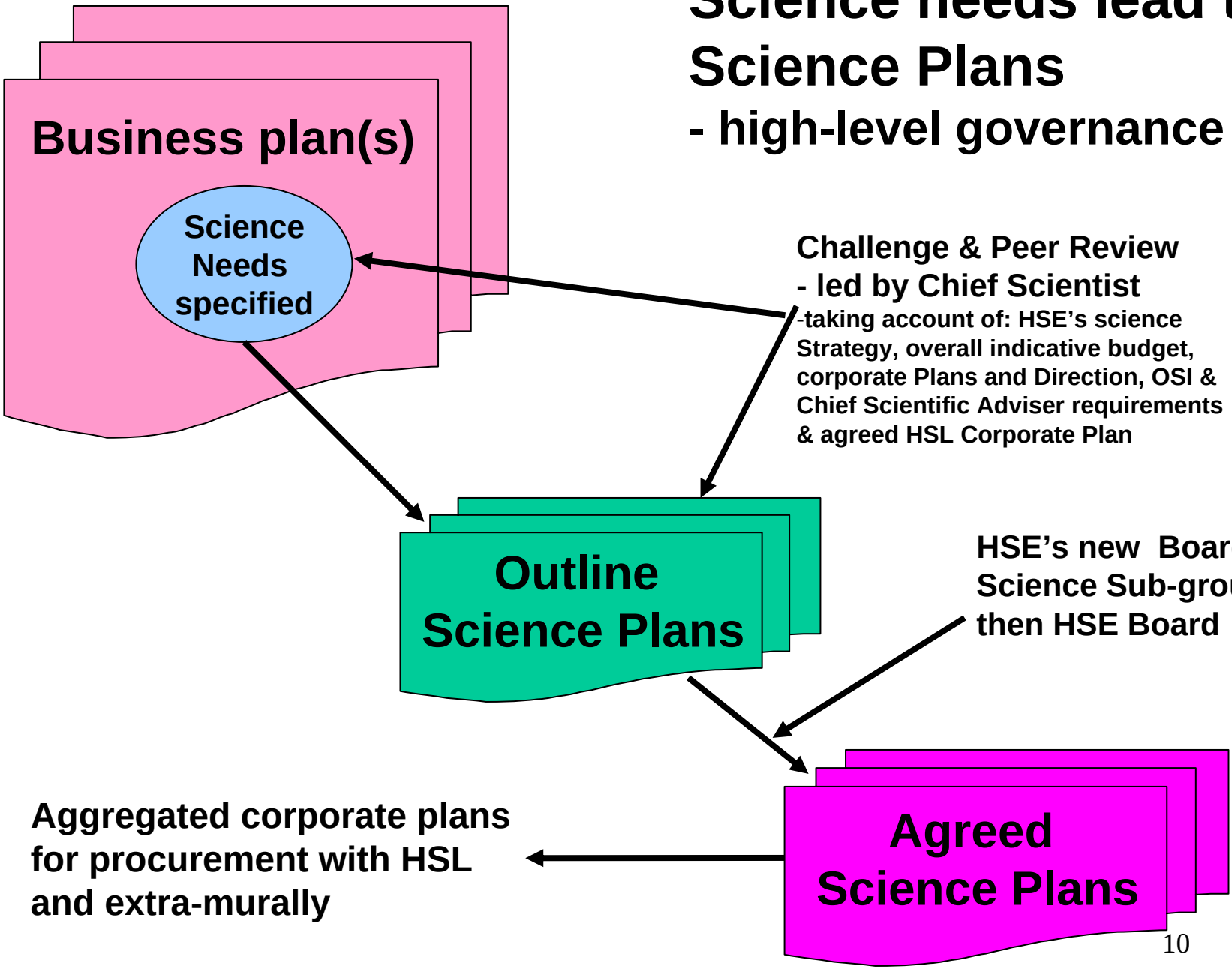
- **HSE businesses should plan their future direction, priorities and activities in ways which take account of the available evidence;**
- **Science plans will be driven firmly by the need to build the evidence and innovation base to meet the needs of the business;**
- **Emerging science plans will be subject to peer review; and**
- **No project should proceed without a clear view of how it is to be used to achieve a required benefit.**

MBUS Project Board



An iterative process

Science needs lead to Science Plans
- high-level governance



Identifying evidence deficiencies and innovation needs is a key part of the process .....

..... **but ….**

We must also ask….

- **Should HSE be meeting the need?**
- **What are we going to do with this increased knowledge?**
- **How will this knowledge be disseminated and applied?**
- **What is the anticipated effect of applying this knowledge?**
- **Are there any non-S&T solutions?**
- **How large are the audiences for this knowledge?**
- **How is this knowledge going to improve the way we carry out our regulatory functions?**
- **What will we do differently?**
- **How will this make us more effective or save us time?**
- **What is the consequence for HSE's reputation?**