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HEALTH AND SAFETY EXECUTIVE
Senior Management Team
Universal Work Recording (UWR) Project
A Paper by the UWR Project Board
Advisors: Mike Lacaille and Maria Finch
Cleared by Steve Dennis on 28 April 2008

Issue

1. This note is to brief the SMT on how the UWR project is progressing, and to confirm that SMT is content with the approach to and timing of implementation.

Timing

2. Routine.

Recommendation

3. That the SMT confirms that it is content with the UWR Project to move forward as planned.

Background

4. The HSE Board reviewed and approved the UWR Business Case at its meeting on 9 January 2008. In discussing the Business Case, the Board asked that the Project Team should not under-estimate the difficulties in successfully implementing UWR, and agreed that implementation should be at a pace that is right. To this end it asked that the UWR Team report back to the SMT on how it intends to implement UWR, so the SMT has an opportunity to review and comment on the approach to and pace of implementation. This paper meets that request.

Argument

Overview of progress

5. The project remains on schedule to meet its aim of all HSE staff¹ work recording by the end of the 2008 calendar year.

HSE Wide Work Recording Catalogue

6. The work recording catalogue is a list of the activities and categories against which staff will record their time. The UWR Project Board has agreed the content of this, after consultation with D/Ds. Work on the catalogue is therefore complete for implementation, subject to some detailed amendments to some activity definitions. The Team has successfully piloted the catalogue with 120 HSE staff, from a cross section of roles (including none and current COIN users), and it now represents a good starting structure for time recording, which can be changed in the future if required.

¹ HSL and PSD are not in scope for UWR.

IT Solution

7. COIN will be used to record time. We have agreed the technical design with REFIT, and work is underway to upgrade the hardware to accommodate the increase in users. As well as increasing the hardware capacity, we are introducing 3 new reports, but making no changes to how COIN currently works. The technical and business risks are therefore much reduced.
8. It is essential that COIN performance does not degrade when UWR goes live. REFIT is therefore measuring current COIN performance against the most frequent transactions (including work recording), and will re-run these 'tests' when the new hardware is installed, to provide the best assurance we can obtain that performance will be at least as good as it is now, or improved.
9. We will be involving a range of new and existing users in testing COIN to ensure it delivers UWRs requirements. We expect to have a fully tested and signed off system by mid July. If there are any problems with the system however, we will prioritise getting it right above meeting a timetable.

Training Strategy

Approach, Delivery and Content

10. After considering cost, burdens on the business, timing and lessons learned from other projects eg COIN, EDRM, etc the UWR Project Board decided that 'buying in' training offered the best solution. We have therefore asked REFIT to put a proposal together for Logica to deliver UWR training.
11. The relevant D/Ds have decided that UWR brings little change for current COIN users, and they will have no need for formal training beyond a briefing pack. Those who are new to COIN will receive the following:
 - 2 hour awareness session approx 4-6 weeks before go live
 - Half day 'hands on' training
 - Follow up surgery – on request approx 4 weeks following training.
12. Access to user support will be provided through existing channels, with which many staff are already mainly familiar eg via the COIN Support Network, Operational Policy and Support Division's Data and Information Service, D/D Work Recording Teams and through guidance material.
13. Stimulating and encouraging managers to use UWR data to help manage performance and inform decisions is an essential part of the business change UWR wants to contribute to. As part of the training proposal, we have therefore asked Logica to help us develop and deliver manager training on using UWR as a management tool. Logica is working with HSE managers to establish the content and delivery method. We intend to target this training at B1/2 level, along with some other key management posts eg B3/4 Senior Admin Managers, so they can model this behaviour to other managers and staff in their command.

Timing and roll out order

14. We have been mindful of the HSE Board steer to 'take our time' to get the training right, and as such, have built in pilots and time for review both after the pilots and after the first group of 'live' courses'. Taking all of this into account, and based on user numbers, we will start delivering training in September (though some awareness sessions will start a little earlier), and complete the bulk of it by the end of December this year. Users will 'go live' immediately following their training.

15. The roll out order we've agreed with D/D is at Annex 1. We are discussing the precise venues and dates, but in simple terms the order will be
- Operations (inc sectors)
 - Bootle non ops
 - London non ops
16. It is not easy to dovetail the timing of the UWR and How and Where We Work projects. Following discussion with Policy Group, we have therefore placed London non-ops at the end of the UWR roll out when many more people will have made up their minds about their future.

Governance and review

17. Steve Dennis has recently taken over SRO responsibilities following Vivienne Dews' departure. We will continue to seek independent review via the OGC Gateway Review process. The combined UWR Gateway 2/3 review in February was rated 'green', and we intend to undergo a Gateway 4 in around July to ensure readiness for implementation.

Timeline

18. The timeline for the remainder of the project is at Annex 2. In arriving at this timeline, we have ensured that we have planned in enough time for review and delivery which we believe will give the best chance of a successful implementation. Again, this plan has been subject to independent review via independent project assurance from Logica and the Gateway process.

Key Risks

19. Key risks still remain
- technical project risks associated with the introduction of an IT system, including risk that performance is unacceptable;
 - that line managers do not make time recording a 'must do';
 - insufficient behavioural change so that line managers do not use time recording data; and,
 - user antipathy to UWR.
20. The Project Board is continuing to actively managing these risks with the help of the Project Board. The Project Team is engaging with D/Ds to ensure communication and training delivery and approach are tailored to needs, whilst still maintaining consistency of message.

Using UWR to drive organisational performance and business change.

21. We recognise that UWR is very much an enabling project which will provide the data and reporting capability that are essential components to improving staff performance at different levels. To achieve these improvements, HSE needs changes in processes and behaviour which SMT and other senior managers will need to demonstrate, encourage, expect and, if necessary, demand. SMT should explicitly expect managers to:
- Consider how they will use UWR and have had conversations with their teams in order to facilitate and promote this prior to implementation (see para 22 below);
 - Be clear about where the time of those in their commands is spent;
 - Use UWR data in the context of other tools available to managers, in looking at the volume and/or quantity of outputs for time invested, during personal, team and divisional performance appraisal;
 - Make sure staff recognise that they will be expected to follow UWR related work instructions and processes eg timely and accurate recording; and,

- Use UWR reports to check and monitor that staff are recording regularly, accurately and in line with business rules.
- 22.** In the run up to the introduction of UWR, we need for SMT and the SCS to deliver some key messages about the benefits of collecting and using UWR data, as well as stimulating the behavioural changes described above. The Business Case argued that the key benefits were those listed below. **Is the SMT content both to promote this list and, once UWR data is available, use it to drive out these benefits if the evidence is there?**
- We will see opportunities for moving people into work that has a greater effect on health and safety outcomes.
 - It will inform the true costs of activities, so we can review time spent vs outputs so we can decide if they are really worth doing.
 - It will highlight the areas to look for efficiencies where some work is unavoidable and takes considerable effort.
 - We'll have better management information on how our resources are deployed, so will be able to demonstrate explicitly to stakeholders, including DWP, that HSE is serious about pursuing its strategic aim to 'exemplify public sector best practice in managing our resources' (HSC Strategy, p4), and hence receive more favourable settlements than we otherwise would.
 - It will inform judgments on whether the balance of effort is right.
 - It will enable the means for more effective performance measurement eg on productivity, efficiency, utilisation.
 - It will encourage increased personal and corporate responsibility for how we use our time.

Consultation.

23. The UWR implementation approach and timeline has been developed in discussion with the UWR Project Board, Directorate and Divisional representatives and REFIT.

Presentation

24. Internal only.

Costs and Benefits

25. The Project Board is actively managing costs via monthly financial reports. The projected costs are still within the Business Case costs agreed in January.

Financial/Resource Implications for HSE

26. 'Buying in' training significantly reduces the resource burdens on HSE staff. We also plan to make use of, and expand, the existing COIN support network to provide business support.

Environmental implications

27. None

Action

28. No formal action required unless SMT recommends a change in approach or timescale.

Contact

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UWR – PROPOSED ROLL OUT ORDER

A. Divisional offices – ops and sectors (number of venues likely to increase following detailed discussions):

- I. Scotland (Aberdeen AND Edinburgh)
- II. Yorkshire & North East (Leeds)
- III. North West (Manchester)
- IV. Midlands (Birmingham)
- V. Wales & West (Cardiff OR Bristol)
- VI. East & South East (Luton OR East Grinstead)

B. London ops (inc sectors)

C. Bootle Operations

- I. FOD
- II. OPSD
- III. ND
- IV. HID

We plan to deliver A, B and C training by mid-October 2008.

D. Bootle Non-Operations

- I. CSD
- II. RPD
- III. CSAG
- IV. LAU
- V. CD
- VI. PG (non sector staff)

We plan to deliver D between end October – early December 2008.

E. London – (non-ops):

Delivery plan for E to be agreed, but November – early December 2008 is most likely.

UWR – High level Plan



** user involvement

