

**Minutes of the Charging Efficiency Project Board**  
**5 December 2002**  
**Swan Room, Rose Court**

**Present**

Vivienne Dews (Chair), Bob Henry, Clive Holtham, Allan Sefton, Steve Dennis, Dick Pape, Chris Willby, Jane Willis, Roger Cartwright, Julie Pascoe, Caroline Clemmins, Brian Fullam (Project Manager)

**Agenda Item 1**

1. Vivienne welcomed the two external members, Bob Henry and Clive Holtham to their first meeting of the project board. She also welcomed Chris Willby, replacing Paul Davies as Head of HID.

**Agenda Item 2**

2. The following amendments/additions to the PID were identified in discussion:
- a. The dependencies in paragraph 16 should include reference to HSE's business improvement programme, and the new arrangements for championing operational productivity.
  - b. A description should be provided of the process and organisational arrangements adopted for analysing and identifying changes to chargeable processes.
  - c. The communications plan (Product B1) should include a description for keeping Ministers, dutyholders and others outside HSE informed of progress with the project.

**Action: Brian Fullam**

**Agenda Item 3**

3. A verbal report was provided of progress on the review of overhead costs for each of the charging regimes. In addition a short paper was circulated summarising progress on the review of productivity. In the discussion the following issues were highlighted:

- a. There were a large number of change initiatives underway within HSE that had an impact on this project. Some overlapped and all diverted management time from delivering the plan of work. Integration into a programme could help management of the initiatives and minimise overlap.
- b. Setting a specific target for savings should be explored further and proposals presented to the next project board meeting.
- c. Separating the identification of efficiency savings from implementation could hinder subsequent realisation of the savings.

- d. That radical change may be needed to bring about substantial savings in overheads and improvements in productivity. The project team should explore this further.

**Action: Brian Fullam**

#### **Agenda Item 4**

4. The project risks were not reviewed at this meeting.

#### **Agenda Item 5**

5. It was agreed that
  - a. Members would provide comments on the PID by the 19 December, the amended PID would then be agreed by the Chair of the Board and placed on the Bulletin Board.
  - b. The communications plan would be circulated to members of the Board for clearance by correspondence.
  - c. Project documents and Board papers would be placed on HSE's website.
  - d. The project could progress to phase 2, the identification of process changes and quantification of the impact on costs of these changes.
  - e. The Project Board would meet again at the end of January/early February.

**The Next Charging Efficiency Project Board Meeting will be held on 4 March 2003 at 11.30 – 14.30 pm in Room 5SW1, Rose Court. Papers to follow shortly.**