

HSE/02/045

## Delivering the Mission– stop people being injured and made ill by work activities

Business Objective	Possible indicators [those highlighted require further consideration and development]	Notes on developing indicators
<b>1 To secure improvement in the control of risks in the 8 Priority Programmes</b>	<b>Leading</b> <ul style="list-style-type: none"> <li>• Resources applied to key activities<sup>1</sup></li> <li>• Delivery of planned inspection programmes other activities/milestones and publicity events<sup>2</sup></li> </ul> <b>Lagging</b> <ul style="list-style-type: none"> <li>• Accident and fatality figures<sup>3</sup></li> <li>• Improved risk scores for priority topics (FOD rating)<sup>4</sup></li> <li>• N<sup>o</sup> of enforcement actions per N<sup>o</sup> of inspector contacts<sup>5</sup></li> <li>• N<sup>o</sup> of category A premises where improvements achieved in 2 years<sup>6</sup></li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Board agreement to a light touch work recording approach would be necessary to collect this indicator.</b></li> <li>2. Exception reporting on delivery of planned activities; possible for mid-year and end-year.</li> <li>3. available ¼ly but limited to 6 out of 8 programmes (ill health not available except end year)</li> <li>4. A new system does require bedding in and evaluation.</li> <li>5. Risk ratings indicator might provide better information in time but this measure could provide a rough indicator of compliance</li> <li>6. This would provide an indicator of improved compliance but might be limited as it only covers 3000 premises. In addition it might not be relevant to priority programmes.</li> </ol>
<b>2 To secure improvement in the control of risks to people's health and safety in other priority areas</b>	<b>Leading</b> <ul style="list-style-type: none"> <li>• Same as above</li> </ul> <b>Lagging</b> <ul style="list-style-type: none"> <li>• Same as above</li> </ul>	<p>Indicators for this objective would overlap with those for objective 1.</p>
<b>3 To secure improvement in the control of risks to people's health and safety in the major hazard sectors</b>	<b>Leading</b> <ul style="list-style-type: none"> <li>• Resources applied to key activities<sup>1</sup></li> <li>• Delivery of planned inspection programmes<sup>2</sup></li> </ul> <b>Lagging</b> <ul style="list-style-type: none"> <li>• RIDDOR reports of injuries, fatalities and Dangerous occurrences</li> <li>• Assessment of trends in major hazard incidents<sup>3</sup></li> </ul>	<ol style="list-style-type: none"> <li>1. See note 1 above</li> <li>2. Exception reporting on the delivery of planned activities from Business Plan. Possible for mid-year and end-year. <b>NOTE this information is not currently collected centrally at ½ year therefore Board would have to support these changed arrangements.</b></li> <li>3. Based on an assessment of several indicators (eg COMAH incidents reportable to EC, other major accidents, Reg2 COMAH incidents, Relevant DOs, hydrocarbon releases and relevant Rail and Nuclear indicators. There would be some health warnings and eg if it was clear that certain elements were significantly astray these would have to be highlighted separately. <b>NOTE this information is not currently collated and the Board would have to support this approach</b></li> </ol>

## Managing the Resources – Managing the business, finances staff and fixed assets

Business Objective	Possible indicators [those highlighted require further consideration and development]	Notes on developing indicators
<b>1 To manage HSE's resources budget</b>	<b>Leading</b> <ul style="list-style-type: none"> <li>• Resource budget variances<sup>1</sup></li> <li>• Income generation<sup>2</sup></li> <li>• Asset management (Changes in working capital)</li> </ul> <b>Lagging</b> <ol style="list-style-type: none"> <li>1. End year outcome</li> <li>2. Resource budget control limit</li> <li>3. Administration cost control limit</li> </ol>	<ol style="list-style-type: none"> <li>1. This would include staffing and finance budget profiles in terms of actual outturn against forecasts and be available on 1/4ly basis.</li> <li>2. This would be a measure of forecast cast hours against MTA and forecast income against budget</li> </ol>
<b>2 To provide the right staff, the right places and the right facilities</b>	<b>Leading</b> <ul style="list-style-type: none"> <li>• Delivery of Management priorities<sup>1</sup></li> <li>• Number of posts filled against posts advertised<sup>2</sup></li> <li>• Indicator of efficiency of HSE's training programme<sup>3</sup></li> <li>• Number of MPE on target and % completed to time and cost</li> </ul> <b>Lagging</b> <ul style="list-style-type: none"> <li>• Average time to fill internal vacancy<sup>4</sup></li> <li>• Indicator of successful outcomes from external recruitment campaigns (eg % of accepted offers)</li> <li>• Indicator of training courses attended by training needs identified through training plans or Training and Development strategy<sup>5</sup></li> <li>• Indicator on effectiveness of REFIT to deliver IT needs<sup>6</sup></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Further work is necessary to develop the indicators highlighted and the Board is asked to confirm it is content with the proposed indicators and the further development work needed.</b></li> </ul> <ol style="list-style-type: none"> <li>1. Getting the right staff in the right place at the right time is a key management priority</li> <li>2. Possible indicator of efficiency of the vacancy filling procedure.</li> <li>3. This is to be developed</li> <li>4. Possible indicator of effectiveness of vacancy filling procedure could be available mid year and end year?</li> <li>5. To be developed. If practical it could show how well training practice reflects strategy.</li> <li>6. IT is a key facility, therefore the effectiveness of provision could be a helpful indicator of how well HSE/REFIT is able to meet staff needs</li> </ol>
<b>3 To provide leadership; value staff and deliver effective communication in HSE</b>	<b>Leading</b> <ul style="list-style-type: none"> <li>• Delivery of leadership related management priorities<sup>1</sup></li> <li>• No of management training course places filled by N<sup>o</sup> of managers in post? <sup>2</sup></li> </ul> <b>Lagging</b> <ul style="list-style-type: none"> <li>• Indicator of satisfaction ratings with training courses<sup>3</sup></li> <li>• Indicator of grievances entered into<sup>4</sup></li> <li>• Staff Attitude Survey (SAS) findings<sup>5</sup></li> </ul>	<ol style="list-style-type: none"> <li>1. First priority in the Management Plan (Block 5 of Business Plan) is to lead and look after staff</li> <li>2. Possible indicator to show penetration of management training</li> <li>3. Possible indicator to show quality of training courses</li> <li>4. Number of grievances could provide an indicator of the management effectiveness.</li> <li>5. <b>The SAS is currently conducted every two years. If the Board decided information was required more frequently it might need to revisit this frequency or to consider staff attitude sampling</b></li> </ol>
<b>4 To ensure the health and safety of our staff</b>	<b>Leading</b> <ul style="list-style-type: none"> <li>• Delivery of H&amp;S Plan<sup>1</sup></li> </ul> <b>Lagging</b> <ul style="list-style-type: none"> <li>• Accident and ill health figures/sickness absence trends<sup>2</sup></li> <li>• SAS Results</li> </ul>	<ol style="list-style-type: none"> <li>1. Progress is currently reported at mid year and end year</li> <li>2. Statistics currently reported to the board at mid year and end year.</li> </ol>

Continuous improvement – how we develop as an organisation and how we develop the business of the organisation

Business Objective	Possible indicators [those highlighted require further consideration and development]	Notes on developing indicators
<p><b>1 To be in the right business at the right time</b></p> <p>(To be up to date rather than trying to catch up)</p>	<p><b>Leading</b></p> <ul style="list-style-type: none"> <li>• Delivery of strategic initiatives, etc?</li> <li>• Tracking of trends using trends database?</li> </ul> <p><b>Lagging</b></p> <ul style="list-style-type: none"> <li>• Reception of strategic initiatives?</li> <li>• Perception of HSE’s strategic capability by stakeholders/customers</li> <li>• Number of new trends predicted and acted upon against those tracked?</li> </ul>	<ul style="list-style-type: none"> <li>• <b>The Board is asked to agree that further work on the development of these indicators is linked to the creation of the new Strategy and Intelligence Unit</b></li> </ul>
<p><b>2 To be able to be in the right business at the right time</b></p> <p>(To keep up with advances in business activity, training &amp; development, knowledge management, flexibility and adaptability and IT)</p>	<p><b>Leading</b></p> <ul style="list-style-type: none"> <li>• Delivery of planned activities identified in Management Plan<sup>1</sup></li> <li>• Delivery of the change programme</li> </ul> <p><b>Lagging</b></p> <ul style="list-style-type: none"> <li>• Impact of business strategy on business performance?</li> <li>• Evaluation of training and development strategy against what was needed.</li> <li>• Review of the delivery of REFIT contract</li> </ul>	<p>1. The management plan details priorities necessary to make HSE more effective and able to “deal with future” delivery of these priorities would provide a leading indicator of our actions here.</p>
<p><b>3 To continuously and actively learn from our experiences and develop the business</b></p>	<p><b>Leading</b></p> <ul style="list-style-type: none"> <li>• Delivery of Evaluation to timetable</li> <li>• Delivery of Business improvements</li> </ul> <p><b>Lagging</b></p> <ul style="list-style-type: none"> <li>• Evidence of recommendations from evaluation etc feeding into changed objectives</li> <li>• Evidence of impact of Business improvements in HSE</li> </ul>	

External Relationships– to secure, maintain and develop credibility with all our customers and stakeholders

Business Objective	Possible indicators [those highlighted require further consideration and development]	Notes on developing indicators
<p><b>1) To develop, maintain and enhance stakeholders' awareness, confidence and trust in HSE.</b></p>	<p><b>Leading</b></p> <ul style="list-style-type: none"> <li>• Delivery of stakeholder engagement strategy and other stakeholder related projects and initiatives</li> <li>• Indicator of HSE profile based on hits on HSE supported websites, book sales, infoline and ICC contacts and other events<sup>1</sup></li> </ul> <p><b>Lagging<sup>2</sup></b></p> <ul style="list-style-type: none"> <li>• Evidence of improved awareness/recognition/knowledge of HSE</li> <li>• Evidence of increased engagement and joined up action with OGDs</li> <li>• Evidence of increased Ministerial support for HSC/E</li> <li>• Evidence of improved trust/confidence in HSE – eg media representation</li> <li>• Evidence of increased HSE influence</li> </ul>	<p>1. Some double counting possible between this and other indicators</p> <ul style="list-style-type: none"> <li>• <b>Development of the lagging indicators in this area would be reliant on survey evidence of trends. There is some limited work of this type taking place but the Board would have to agree to resources being applied on a regular basis if surveys were to be commissioned on (eg) an annual basis</b></li> </ul>

Please note indicators that require further consideration and development are highlighted.