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HEALTH AND SAFETY EXECUTIVE**The HSE Board****DELIVERING THE PSA TARGETS****A Paper by Kate Timms****Adviser: Linda Derrick****Cleared by Kate Timms on [24 June 2002]****Issue**

1 To explore whether there are more effective ways of delivering the PSA targets in the light of experience over the last 2 years and views from the PSA+ team. To explore the broader relevance of the lessons emerging from the pilot.

Timing

2 Urgent. The PSA+ team want to work with us intensively during July.

Recommendation

- 3 The Board is invited:-
- a. to agree that the emerging conclusions of the PSA+ team in the Annex are broadly correct,
 - b. to endorse my decision to accept the offer of help from the PSA + team in 3 areas:
 - developing a delivery plan for the PSA targets
 - providing advice on the change programme, and
 - developing a stakeholder engagement strategy.
 - c. to agree that I report back to the Board on b) after the summer break, and
 - d. to consider the wider relevance of what the PSA+ team say about the delivery of our PSA targets.

Background

4 The **Board** last discussed the priority programmes on 5 September 2001 [B/01/80]. That paper raised issues about baselines and targets, consultation data, developing intervention options, evaluation, Commission oversight and resources (amongst others). It was agreed that Board members with responsibility for the priority programmes would check that adequate resources were available, including sufficient senior staff time.

5 A **workshop** was held in January for priority programmes managers in order to identify any corporate issues to improve delivery of the programmes and agree how to take them forward. Many of the same issues emerged. Programme managers concluded at that stage that they did not need a proactive coordinating role from SASD; they needed to get on with the job.

6 The **Commission** last discussed Revitalising on 14 May as part of the normal quarterly progress reporting [HSC/02/39]. They noted progress, including that some of the issues on the priority programmes identified the previous year had not been entirely resolved. As a consequence, I held a meeting of priority programme managers with their Board members in late May to take stock of common issues arising on the programmes, how they should be handled, and who was accountable for ultimate delivery.

7 **The accompanying paper at this meeting** by RPD (B/02/005) "HSE End of Year Report" contains (at Annex 6) an overview of achievements for 2001/02, including of the priority programmes, and (at Annex 8) key messages to the Board from the programme managers.

PSA+

8 The Board will know that HSE has been accepted as a participant in the PSA+ **pilot** - a review process sponsored by Ministers in the Treasury and Cabinet Office. The PSA+ team has undertaken a series of interviews, including with the Chair, Director General, members of the Board and some programme managers and has reviewed a considerable amount of papers and information. At a progress meeting with the team on 20 June, they reported on what they saw as our strengths and challenges in delivering the PSA targets and what the PSA+ team could do to help us. This help would be given on an intensive basis during July. Annex 1 sets out what the PSA+ team presented. I have agreed to take up their offer of help on

- developing a delivery plan to meet the target;
- advising on the change programme;
- developing a stakeholder engagement strategy.

Argument

9 The work of the PSA+ team is concentrating on delivery of our PSA target; hence their involvement in how we are progressing in respect of the priority programmes. HSE has of course wider mandatory and other responsibilities, all of which compete for time, resource and attention alongside the priority programmes. However in relation to our PSA target, the PSA+ conclusions, both positive and negative, ring true. The immediate issue is what we need to do over and above the change programme to met the PSA+ findings, and to ensure our work is as focussed as possible. Taking the priority programmes and the PSA+ emphasis on delivery, creativity and radical change, the questions we should pose in respect of each of the programmes are as follows:

- are there clear targets (or other outcomes) which maximise the contribution of the programme to the PSA targets?
- can each programme state clearly what success will look like?
- are there effective monitoring systems for each target (plus if possible simple charts showing progress)?
- is each priority programme manager considering a range of options, both traditional and innovatory, for delivering the targets; and in the light of such considerations, can managers set out the major outputs for both HSE and others that the programme will aim to deliver?
- are there review mechanisms in place, preferably independent, to ensure that the programme remains focussed on delivering the targets?

10 Following discussion of these issues at the Board, it would be helpful if each priority programme manager were to revisit his/her programme in the light of these questions, and let me have the material to allow a consolidated report to be put to the Board in the early autumn, when the final outturn of PSA+ will also be known.

11 Alongside this range of questions is the issue of how accountabilities and responsibilities for the programmes are exercised. Currently priority programme managers are accountable to their line managers (Sandra Caldwell, Adrian Ellis and Nick Starling) for delivering targets (or other outcomes). Although that arrangement has worked reasonably well, the PSA+ exercise has identified possible weaknesses ("clarifying lines of accountability and responsibility"). In particular I am responsible overall for delivery of Block 1 of the strategic plan - in PSA+ terms, I should be held accountable - but the mechanisms for my influencing the content and resourcing of the programmes are limited, as is my ability to encourage and deliver joined up approaches across the programmes. A sixth question on which I would welcome Board views, and thereafter priority programme managers' views, is therefore:

- given the present "devolved" responsibilities for priority programmes, what mechanisms should be put in place to allow me to exercise proper accountability for the priority programmes, and through me to allow the Board to exercise its corporate responsibility for the programmes?

Recommendations

12 In the light of the Board's discussion of the PSA+ team's emerging conclusions and of the issues identified above, I recommend that:

- we work with the Treasury in the 3 areas they suggest (a delivery plan for the PSA targets, the change process and a stakeholder engagement strategy);
- we invite the PSA+ team to report their definitive findings to the board in the light of this further work;
- we invite priority programme managers to respond to the points in paragraphs 9-11 above in preparation for discussion in the early autumn.

Consultation

13 Limited at this stage to Board members, SD, the change team and PEFD.

Presentation

14 An internal communication plan will be an essential part of the PSA delivery plan.