

Balanced Scorecard Development.

On 31 August 2005 RDG discussed performance management and the limitations of the current Balanced Scorecard in measuring key inputs and outputs; contributing to delivery; motivating changed behaviour and delivering improvements. RDG agreed that the issue should be considered by the Board and a project should be set up to review and develop the Balanced Scorecard with SCS level involvement.

On 7 September 2005 the Board agreed that a comprehensive and fundamental review of the Balanced Scorecard was required. It was agreed that a project would be set up to address this and that a Board level sub-group would be convened to contribute to the review and to direct the process.

The Board level sub-group agreed the aims of the project. They were to revise the Balanced Scorecard so that it:

- is owned by the HSE Board
- is aligned with HSE's business priorities and strategic aims;
- contains measures in the areas of work most important to HSE's senior management; and
- is used as a tool to strategically manage HSE's performance.

The Board level sub-group met twice at successful workshops in November. Here it discussed the architecture, headline indicators and sub-measures needed to develop the Balanced Scorecard to meet the above aims. Many useful ideas emerged from the workshops and work is continuing to develop the options discussed. A paper detailing the emergent proposals will be taken to the Board in early January.