

**B/03/038**

PERFORMANCE REVIEW MEETING: 12 June 2003

**Agenda Item: Accountabilities**

**Issue:**

Whether HSE has the structures in place to enable accountabilities to be properly discharged.

**Current position:**

HSE Board discussion of approach outlined in attached papers to take place on 4 June in context of its consideration of PSA delivery plans.

**Time line:**

Several elements of delivery structure in place as a consequence of PSA delivery plan of November 2002. Additional features to be operational by July 2003 to help support the Board and prepare for the September Performance Review session.

**Issues:**

The attached diagrams and commentary explain HSE's approach to delivery planning and ways of making systems more robust. In parallel we are taking steps to ensure that proper project management processes are in place – this is being developed as part of HSE's Change Programme.

- Is the Minister content with the approach outlined in these papers to embedding performance reporting in HSE systems?

## **HSC STRATEGY – planning for successful delivery**

### Introduction

1. The development of a new strategy for 2004+ has given HSE an opportunity to establish a new set of key programmes, to move towards greater programme working and to plan for delivery in a different way. It has decided, therefore, to build on its existing delivery plan by developing a new framework of accountabilities that will manage resource allocation and delivery in a way that reflects the most up to date thinking from the Office of Government Commerce.

### Linking strategy to outcomes

2. Central to HSE's thinking is a clear line of sight from its strategy through to measurable outcomes. (Slide 1). The strategy will be designed to deliver our mission and vision and high-level aims. Success will be measured by the achievement of our targets. Delivery of these, and the improvements in health and safety they represent, will be the focus of all that we do.

3. HSE has decided to implement its strategy through a set of high-level programmes that will cover the breadth of its operations and achieve the outcomes set out in its targets. The programme approach will more adequately identify the resources needed to secure outcomes, highlight the risks and dependencies and how they should be managed, and the milestones against which progress can be measured.

### Reporting and accountability

4. A further discipline of programme management is determining who is responsible and accountable for what. Programmes will be delivered through a collection of projects. HSE is developing its project and programme management skills and a consistent process for initiating and managing projects and reporting on progress. Programmes and projects must demonstrate a degree of strategic fit and the HSE board will be responsible for allocating resources and determining priorities. Project managers will be accountable for delivery to programme directors (HSE Board level) who will report to a new Programmes Board (Slide 2).

5. The Programmes Board will have oversight of individual programmes and the set of programmes as a whole. It will monitor delivery plans and act as a conduit for upward reporting to the Board and to DWP and will ensure that, through these routes, the Executive, the Commission and the Minister receive regular reports. The Programmes Board will comprise senior staff from HSE, and a representative of DWP. We will consider also whether it is appropriate to invite an external member to participate in its affairs.

6. At each link in the reporting chain, consideration will be given to progress against milestones in accordance with a traffic light system, proxy indicators of targets and, at relevant intervals, the PSA targets themselves. This same structure will ensure that programme and project plans are kept under constant review. At each level, there will be a dynamic circle between information being received from the reporting process and ongoing amendments to project and programme plans. This will ensure that immediate remedial action is taken when expected milestones and targets are not being achieved.