

HSE Balanced Scorecard

Annex to Board Paper B/03/057

Delivering the Mission

	End 02/03	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1) Delivering Planned work	Green	Yellow			
2) Delivering PSA1	Red	Green			
3) Delivering PSA 2	Grey	Green			
4) Health and Safety in HSE	Green	Green			

Managing Resources

5) Living within the Budget	Yellow	Green			
6) Allocating resources to priorities	Green	Green			
7) Recruit	Grey	Yellow			
8) Retain and motivate	Green	Green			

Continuous Improvement

	End 02/03	Quarter 1	Quarter 2	Quarter 3	Quarter 4
9) Leadership	X	Yellow			
10) Delivering Change	Green	Yellow			
11) Applying Science & Technology	Grey	Yellow			
12) Applying Business Improvements	Green	Yellow			

Reputation

13) Image & Profile	X	Yellow			
14) Trust & Reputation	X	Yellow			
15) Stakeholder engagement	X	Yellow			

X through box denotes no performance indicators yet developed.

1 DELIVERING PLANNED WORK	HSE	HSE	FOD	FOD	HID	HID	RI	RI	NSD	NSD
End Year 2002/03	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn
<u>OPMA</u>										
Number of safety cases etc* processed	198	193			88	66	N/A	24	110	103
Number of safety cases etc* processed to time and quality standards	178	140			88	66	N/A	20	90	54
% safety cases etc* processed to time	89.90	72.54	100.00		100.00	100.00	100.00	83.33	81.82	52.43
<u>OPMC</u>										
Total number of complaints reported	137	5762		5,496	137	88	N/A	178		
Total number of complaints followed up	124	4480		4,222	124	83	N/A	175		
% complaints investigated	90.51	77.75	90.00	76.82	90.51	94.32	90.00	98.31		
<u>OPMD</u>										
Total number of (incidents) reported	508	2439			508	905	N/A	1,515		19
Total number of (incidents) that meet HSC criteria	229	1008		759	229	114	N/A	124		11
Total number of incidents that meet criteria and were investigated	222	960		715	222	110	N/A?	124		11
% incidents that met HSC criteria investigated	96.94	95.24	95.00	94.20	96.94	96.49	95.00	100.00	95.00	100.00
<u>OPME</u>										
Number higher risk workplaces identified	43	43					0		43	43
Number higher risk workplaces receiving an intervention	43	43					0		43	43
% high hazard/risk workplaces receiving an intervention	100.00	100.00	100.00				60.00		100.00	100.00

*Includes safety reports and safety submissions

Delivering Planned Work Narrative

FOD

OPM C: the follow-up rate of 76.8% is a yellow light. This is caused by FOD divisions continuing to record as complaints issues that are not for FOD. We are addressing this and a series of in-depth audits of divisional performance has been carried out. We do not plan (and therefore do not profile) the numbers received or followed-up.

OPM D: we can no longer report easily the numbers of incidents reported, due to the changes in ICC procedure. Our investigation rate of 94.2% is a green light.

RI

OPMA: Explanations for red zone outturn on Safety Cases - 4 safety cases not processed on time during this period because (1) Lead Assessor had to await responses from all the other assessors before he could send out the issues logs (2) because RI had to await Network Rail's acceptance of a case before RI could accept it itself (3) pressure of other workloads on SCT + lead Assessor on A/L at the beginning of the year. Delays can also arise because of a lack of supporting information from duty holders and because different elements of the SCT are located in different parts of the country (Safety Case Manager CM in Newcastle, Safety Case Acceptance Manager in Sheffield and SCAT in Rose Court)

NSD

OPM A - The reasons NSD has not met the 82% of safety cases, reports and safety submissions are due to lack of resources, reactive work and work of a higher priority.

2 Delivering Worker Health and Safety PSA1									
End Year 2002/03	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2007/08	2009/10
Reduce Number of working days lost/100,000 workers from work related injury and ill health by 15% by 2004 and by 30% by 2010			Baseline			RHS Mid-point			
No of working days lost/100,000 workers from work related injury and ill health			40.2m			34m			28m
Reduce incidence rate of fatal and major injury incidents by 5% by 2004 and by 10% by 2010	Baseline					RHS Mid-point			
Incidence rate of fatal and major injury incidents	263.2	262.0	268.9			250.0			236.9
Reduce the incidence rate of cases of work related ill health by 10% by 2004 and by 20% by 2010			Baseline			RHS Mid-point			
Incidence rate per 100,000 employees of cases of work related ill health			2,200			2000			1800
Priority Programmes	See narrative below.								
Progress with Priority Programmes									

Narrative on Delivering Worker Health and Safety PSA

Progress towards the PSA targets

Business Plans: Each Priority Programme (PP) has set quarterly milestones throughout 2003/04, delivery of which (together with Securing Compliance\Externalities (see below)) determines the “traffic light” status of the PSA targets. All Programmes are on track with the majority of 1st quarter milestones delivered. The very few not delivered have nevertheless been taken forward and carried to the next quarter with no reported effects on the Programmes in the long term.

“Surrogate” indicators: At the June Ministerial meeting, a number of “surrogate” indicators intended to provide a level of assurance of delivery of the targets whilst awaiting the annual health and safety statistics, were agreed for each of the Priority Programmes. The indicators were based on the impact of the outputs.

Of the 15 indicators scheduled for a report this quarter, satisfactory progress has been made with 10 (in work-related stress, construction, agriculture and health services), with a number achieving more than the estimate to make a health or safety impact (in construction and agriculture). Twice the target level of the number of construction workers holding Construction Skills Certification Scheme Cards has been achieved: indicative of the industry’s commitment to bring about self-improvement. Media interest in reporting on construction health and safety remains high and messages supportive of HSE predominate. 345 self-employed farmers attended the one planned safety awareness day against a target of 300.

Of the remaining five indicators: progress with two was lower than expected - the number of work-related stress inspections and Improvement Notices issued for slips and trips. Current initiatives to increase inspector expertise in dealing with work-related stress and to raise inspector awareness of slips and trips issues are expected to increase activity to planned levels. Difficulties with extracting information from databases for the MSD and health services indicators to monitor trends in manual handling accidents mean that we cannot report on these this quarter. Baselines were set for raising awareness (workplace transport). Enforcement action was taken against an NHS Trust for failure to carry out a stress risk assessment has focussed media attention on the topic. A falls from height campaign generated much operational activity and a national media campaign. A high volume of hits (100k) was again recorded on HSE’s MSD website.

Government as exemplar: Project under development. Letter sent from Sir Richard Mottram to Sir Andrew Turnbull 6th June seeking support across Civil Service for delivery of Government’s health and safety agenda. Replies received from 3 Departments to date. Specific Departments to be invited to (i) sign up to improvements; (ii) be exemplars on specific H&S issues; (ii) pilot health and safety management index.

Compliance/Externalities (stakeholder engagement; working with the public sector to ensure it leads by example on management of health and safety; working with OGDs; cross-industry initiatives focussed on changing attitudes towards management of health and safety; exploitation of opportunities presented by HSC’s mandatory activities.): Preventative inspections only marginally down against plans (less than 1%); but figures for largest Operational Directorate well achieved. Work taken forward in a number of other areas. Of note, significant contribution to ELCI interim review

published in June, plans firmed for European Week of H/S (Raising awareness), evaluation of Worker Safety Advisor completed,(engaging workers) safety passport good progress:(small firms). Publicity OPMs on track.

3 Delivering Major Hazards Target	End Year	2003/04			
End Year 2002/03	2001/02	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Rail indicators					
Signals passed at danger	196	36			
Track compromised	837	62			
Derailments	93	17			
Acts of vandalism	984	113			
Level crossing incidents	182	50			
Nuclear indicators					
Reports made to HSE by licence holders which indicate a challenge to nuclear safety	143	22			
Offshore indicators					
Major and significant hydrocarbon releases	113	12			
Onshore indicators (COMAH)					
Relevant RIDDOR reportable dangerous occurrences, e.g. unintentional explosions, failure of pressure systems	177	35			

Delivering Major Hazards Target Narrative

1 Baseline year is **2001/02** (col 2 data)

2 Col 3 is Q1 03/04 data and is highly provisional (NB there may be on-going data collection problems given reporting timetable and timing of receipt of reports from dutyholders)

3 02/03 outturn data is being verified as part of the calibration exercise & will be supplied when available

4 Delivering Health and Safety in HSE	End Year	End Year	2003/04			
	2001/02	2002/03	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Sick Absence						
Number of instances of absence	6,534	7,152	1412			
Average days absence per employee	8.06	8.36	7.1			
Referrals to Occupational Health Provider						
Number of cases referred to OH Provider for DSE Assessment	89	92	13			
Notification of Accidents and Ill Health						
Fatal injuries	0	0	0			
Major injuries	2	1	0			
Over 3 Day injuries	9	13	0			
Minor injuries	114	148	26(3)			
Dangerous occurrences	2	0	0			
Near misses including verbal abuse and possible accidental exposure to asbestos	72	85	14(1)			
Ill Health cases	129	158	19			
Total reported incidents	328	405	59			

Delivering Health and Safety in HSE Narrative

Sick absence: Instances of absence : lowest figure for 2 years. Average days absence per employee lowest for over 3 years.

Notification of Accidents and Ill Health: There were 15 RIDDOR reports during 2002/03, 2 of which were reported by employers of non-HSE staff. This compares with 15 last year (including 3 non HSE staff) and 15 in 2000/01 (including 2 non HSE staff). The incident rate for RIDDOR incidents is 303 per 100,000 employees. HSE estimates the total cost of the accidents/ill health to be approximately £275,000, but believe this underestimates the cost of ill health particularly due to stress. There were no claims settled during the year relating to work-related accidents.

QTR 1. The figures for non-HSE staff are included and shown in brackets

5 Living within the Budget	Budget Profile	Outturn	Variance		Estimate	Forecast Outturn	Variance
HSE excl HSL	To Date	To Date	(+or-)				(+or-)
2003/4 (first quarter)	£k	£k	£k		£k	£k	£k
Admin cost: is spend on payroll and GAE in line with plan							
Pay	33,587	33,200	387		147,852	137,955	9,897
GAE	16,610	14,910	1,700		59,418	73,189	-13,771
Admin Other	1,445	1,312	133		10,380	7,319	3,061
Administration Limit	51,642	49,422	2,220		217,650	218,463	-813
Programme: is spend in line with plan							
Programme (inc. Programme Other)	12,300	11,134	1,166		59,320	56,635	2,685
NET Resource Budget: is expenditure and income within net resource limit							
Income	-12,384	-13,500	1,116		-54,343	-56,257	1,914
Net	51,558	47,056	4,502		222,627	218,841	3,786
Capital Management: is capital spend according to Plan							
Capital Spend (excl capital sales)	843	436	407		6,502	5,453	1,049

5 Living within the Budget	Budget Profile	Outturn	Variance		Estimate	Forecast Outturn	Variance
HSE incl HSL	To Date	To Date	(+or-)				(+or-)
2003/4 (first quarter)	£k	£k	£k		£k	£k	£k
Admin cost: is spend on payroll and GAE in line with plan							
Pay	36,330	35,874	456		158,981	150,082	8,899
GAE	17,865	16,032	1,833		66,079	78,612	-12,533
Admin Other	2,001	1,808	193		14,260	10,282	3,978
Administration Limit	56,196	53,714	2,482		239,320	238,976	344
Programme: is spend in line with plan							
Programme (inc. Programme Other)	13,277	11,871	1,406		64,905	62,068	2,837
NET Resource Budget: is expenditure and income within net resource limit							
Income	-18,697	-19,362	665		-81,598	-82,202	604
Net	50,776	46,223	4,553		222,627	218,842	3,785

Capital Management: is capital spend according to Plan

Capital Spend (excl capital sales)	1,319	585	734		11,100	7,700	3,330
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5 Living within the Budget – Narrative

1. The forecast outturn figures are as at 24 July prior to Budget Unit scrutiny.
2. HSE (excl HSL) Outturn to date compared to Budget is showing a Net Resource underspend of £4.502m which is made up of a £2m underspend on Admin, £1m on Programme and a £1m extra income. The forecast outturn is only showing a £1m reduction. This means that the bulk (£3.5m) has been reprofiled back into budgets. BU will ask for further info about the reality of spending plans as part of the 1st Quarter review. HSL's Outturn surplus exceeds budget after the first quarter.

The Traffic Light for net resource budget must be Green at this stage.

3. The Estimate has been adjusted for the Cullen funding £4m to facilitate comparison to forecast. The Board took the decision to allocate £4m above Estimate for IT and Change to be funded via EYF if it could not be managed in-year. HSE is showing a £0.813m projected overspend against Admin which reflects the £4m taken at risk less the £3m unallocated from Admin other. HSE have made an application to DWP to recategorise £2.5m of the Admin Other funding as regular Admin if the cash cover is available (Admin Other is non-cash costs formerly classified as AME e.g. depreciation, cost of capital). The comparison of Estimate to Forecast is within the level of risk agreed by the Board.

The Traffic Light for forecast against Estimate must be Green at this stage.

4. The Capital Mangement indicator is green at this stage.

6 Allocating Resources to our operational priorities	2002/03		Quarter 1		Quarter 2		Quarter 3		Quarter 4	
End of Year 2002/03	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn
(OPM B) % of resource committed to priority operational activities.										
FOD	60.00%	63%	60%	66%						
HID			3660	3795						
RI			60%	62.0%						
NSD			30%	36.4%						
HSE										
Overall % resource committed to priority programmes as a proportion of that published in HSC Business plan		105%								
No regulatory contacts delivered										
FOD	172,985	186,203	39136	36838						
(preventative inspections included in above)	71,858	74,112	15197	15533						
HID	16,528	21,042	4048	4598						
(preventative inspections included in above)	8420	9830	1784	1484						
RI	5,989	7,764	1884	1939	3769		5653		7537	
(preventative inspections included in above)			943	873					3772	
NSD	992	948	169	200						
(preventative inspections included in above)										
HSE	196,494	215,957								
(preventative inspections included in above)	80,278	83,942								
FOD only - balance of resource committed to Proactive/reactive	Target by? 60-40	51-49		53.47						

**Allocating Resources to our operational priorities
Narrative**

7 Recruit	Baseline	2003/04			
End of Year 2002/03	2002/03	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Occupancy of unfunded posts (the priority list)					
Number of people occupying unfunded posts in Rose Court					
Band 1	1	1			
Band 2	5	4			
Band 3	1	1			
Band 4	0	0			
Band 5	1	0			
Band 6	0	2			
Total Number occupying unfunded posts in Rose Court	8	8			
Number of people occupying unfunded posts in Bootle					
Band 1	1	1			
Band 2	2	3			
Band 3	2	2			
Band 4	2	1			
Band 5	1	1			
Band 6	2	1			
Total Number occupying unfunded posts in Bootle	10	9			
Total number occupying unfunded posts across HSE	18	19			
Length of time on list to placement in permanent post	N/A	N/A			
Success in filling agreed number of externally advertised posts within agreed timeframe		67%*			
Number of agreed posts advertised	N/A	8			
Number of agreed posts advertised filled	N/A	7			

Recruit Narrative

There is no historical data is available for this indicator this represents the Baseline for 2002/03
The suggested target is for numbers occupying unfunded posts to fall,

together with a gradual rise in the number of internal vacancies advertised

Quarter 1 - There are 2 staff in unfunded posts on non-HQ sites.

Quarter 1 - No placements in quarter.

Quarter 1 - success in filling posts within advertised timeframe. Of 3 exercises measured, the timeframe was missed in one, because of delays by the new employee (*i.e. not because of HSE's delay).

Note: The yellow traffic light is correct according to guidance, but the delay was through no fault of HSE, but through the delay of the employee involved.

8 Retain and Motivate					
End of Year 2002/03	End Year	Targets	Turnover rate 2000/1	Turnover rate 2001/2	variance
	2002/03				
Turnover rate by the principle 9 disciplines in HSE					
Admin	10.30%		8.70%	9.00%	1.30%
FAQ	3.90%		4.60%	4.60%	-0.70%
Nuclear	6.00%		5.10%	3.10%	2.90%
Offshore	3.00%		7.50%	5.40%	-2.40%
Other	12.20%		13.20%	11.00%	1.20%
Professional and Technical	102.20%		12.70%	5.60%	96.60%
Railway	10.40%		18.60%	11.30%	-0.90%
Scientific	8.40%		9.10%	7.20%	1.20%
Specialist	1.50%		4.80%	4.30%	-2.80%
Turnover rate for all staff	8.20%		7.70%	7.20%	1.00%

Training indicators to be developed	End Year	2003/04				
	2002/03		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Diversity In HSE	End Year	2003/04				
	2002/03	(by 2005)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Progress towards SCS Disability Targets 2005	1.80%	3.70%	1.80%			
Progress towards SCS Gender Targets 2005	25%	29.00%	23.20%			
Progress towards SCS Race Targets 2005	0%	1.80%	0%			

Narrative

Turnover rate by the principle 9 disciplines in HSE

HSE may want the indicator to rise marginally in coming months to encourage numbers of staff across the organisation (in certain groups of staff) to decrease

The 02/03 Professional and Technical turnover rate is high because of the closure of EECS.

Training

Indicators are still to be developed

Diversity in HSE

The SCS diversity targets are for 2005. The above figures represent the baseline for measuring this indicator progress will be given in the first quarter

Our targets were set in April 1999 using an analysis of factors such as: the current situation across all job bands; age profiles; likely promotion rates; the effects of increased recruitment activity in attracting ethnic minority applicants, women and people with disabilities; and the impact of awareness raising activities, particularly on the development of staff from underrepresented groups. To these factors we then applied an element of 'stretch' to ensure our targets are genuinely challenging. We will be reviewing the targets shortly when the results of the 2001 population census are analysed.

Retain and Motivate Narrative

Turnover rate by the principle 9 disciplines in HSE

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9 Leadership

End of Year 2002/03

Indicators are to be developed**Leadership: Narrative**

HSE's SCS leadership Development programme is underway and is planned to run through to the end of the year. In addition around 20 SCS staff have been/are due to go on the DWP "Leading the Vision" programme. Leading the Vision has received a very positive endorsement from attendees with satisfaction ratings running at more than 90%. The evaluation of both of these events will help to inform the development of HSE's leadership strategy. Personnel will also be looking at leadership training and support for those below the SCS as part of work which has just started on management spans. Finally, DWP have set up a Leadership Steering Group to look at a range of leadership issues, including the establishment of a Leadership Academy. HSE are represented on the Group through John Gould, A/Director, Personnel.

10 Delivering Change

End of Year 2002/03

Indicators to be developed

Delivering Change Narrative

The Change Programme has moved through a series of phases:

- Pre May 200, a conceptual phase.
- May-Nov 2002, a design phase.
- Nov 2002 – March 2003, an implementation phase.

(Note that these phases are not neat and that well defined; some individual projects straddle the boundaries. But in terms of the overall thrust of the programme, the descriptors are reasonable meaningful).

The phase from April 2003 has comprised:

- Key transformational change activity aimed at how we interface with the world outside HSE – and building on earlier change work.
- The continuation of change projects on resource allocation. Corporate support, and programmes and projects.
- The roll out of the “Ways of Working” workshops.

Progress is broadly as follows:

- A new Communications strategy based on “Augmented”, “Freestanding” and “Through”, is under development. The essential elements should be available by the end of August.
- Agreement has been reached on recruiting a Director of Communications.
- New approaches to difficult communication challenges (eg Conlon/Stevens) are being developed.
- An SCS Leadership Development Programme, responding to needs identified at the Spring SCS Conference, has been set up.
- The “Ways of Working” workshops are being rolled out across HSE. All directorates are engaged. The events are structured to give clear ownership to senior management and can be tailored to directorate needs.
- A Programme and Project capability has been set up in SID; and the programme approach is significantly influencing thinking about delivery of the Strategic Plan.
- The Resource Allocation project is also focussing on how resources are allocated to priorities and is reinforcing work by the Programme and Project capability.

- The Change Team has been developing benefit management proposals to ensure that we do not lose sight of the ultimate gains and that where necessary we adjust activity to optimise the possible of realising those gains.

In addition completed projects from earlier phases are now starting to bear fruit.

- The Vision, Mission and Aims followed by emerging Strategy coming from SID.
- The development of the Core Topic Groups from the Science and Technology project.
- The reform of the sector groups, making them an HSE wide resource and gearing their structure to the modern economy.
- And much more.

In many ways, the Change Programme will ultimately be judged by whether HSE has been transformed into a more flexible, responsive and modern organisation that can deliver improved health and safety. There is clear progress as indicated above. But much depends on delivering the softer transformational changes rather than structural change; that is more difficult, it takes longer and it will suffer if senior management “take their eye off the ball”. That probably suggest an amber rather than green indicator.

11 Applying Science and Technology	End year	2003/04			
End of Year 2002/03	2002/03	Quarter 1	Quarter 2	quarter 3	quarter 4
Implementation of Guidance from the Chief Scientific Adviser (CSA), including Guidelines 2000 and the Code of Practice for Scientific Advisory Committees					
(i) Annual reports of reviews of at least two major policy development processes to assess how well Guidelines 2000 have been implemented.					
(ii) Numbers of staff, especially policy staff, attending training on Guidelines 2000					
(iii) CSA satisfied with HSE implementation of his Guidance.					
% of spend on work assessed as high priority by the S&I Blocks.					
% of projects where S&I Blocks can demonstrate a link between their commissioned research/scientific support and policy/operational outputs (eg in guidance, legislation, or other activity).					
% of projects where it can be shown that the output of commissioned research and support has made a significant contribution to improved H&S outcomes					

Applying Science and Technology Narrative

% of spend on work assessed as high priority by the S&I Blocks

Immediately following the moratorium on research expenditure during 2002/03, the S&I Blocks met to prioritise their future planned work. From April an effort has been made to achieve a sensible balance between commissioning high priority work and S&I activity that is mandatory but of a lower priority. All work has to be justified against an HSE business need, but a balance between high priority work and some lower priority work ensures that staff requiring S&I support for mandatory activities do not feel excluded from the system

and that their needs are not being addressed. The approach also avoids any potential stagnation in the commissioning system. **Progress orange to green**

% of projects where S&I Blocks can demonstrate a link between their commissioned research/scientific support and policy/operational outputs (eg in guidance, legislation, or other activity).

Data collated from returns of Post Project Evaluations since October 2003 (since previous report to HSC), show that 94% of projects have met their objectives by 60-100%. As judged by the customer, some 25% will directly link to policy outputs, 13% to Standard setting, 46% to guidance and 21% to regulation. Examples have been: research to identify underlying factors for falls from height, research on the evaluation of the implementation of the use of work equipment directive, perception of and trust in HSE as a risk regulator and good practice guidance on facade retention. As a consequence of the future integration of S&I evaluation within HSE's Impact evaluation activity, a protocol has been developed with Technopolis for S&I appraisal and evaluation within this wider evaluation environment. The protocol has been endorsed by SISC and the Evaluation committee and CSU are now working on implementation of the protocol. This new approach will provide more robust data to inform this Performance indicator. Similarly an HSE study of scientific support is now underway and will establish benchmark data for the link between support work and business outputs. **Progress moving from orange towards green**

% of projects where it can be shown that the output of commissioned research and support has made a significant contribution to improved H&S outcomes

As reported above. A new S&I appraisal and evaluation protocol has recently been endorsed by SISC and the evaluation committee and is to be implemented by CSU. The protocol will link S&I directly with business impact evaluations and will, therefore, provide, robust data to inform this performance indicator. Furthermore, work is commissioned to establish an on-line research digest with associated discussion forum to obtain feedback and statistical data on dissemination and wider public use of HSE's research outputs (as an indicator of improved H&S outcomes) There is currently ongoing impact evaluation of HSE standards work (to which S&I contributes significantly) and an HSE review of Scientific and technical support work, both of which will provide important data for the balanced scorecard.

Progress orange moving towards green

Implementation of Guidance from the Chief Scientific Adviser (CSA), including Guidelines 2000 and the Code of Practice for Scientific Advisory Committees

The first two reviews of major policy development processes are being completed and will be reported shortly provisional indications are encouraging

(ii) Numbers of staff, especially policy staff, attending training on Guidelines 2000: Discussions are to be held with Policy on 7 August on implementation of training, following changes in Policy structure resulting from the HSE change programme. Initial enquiries into the potential use of e-learning packages are underway. **Progress moving from orange towards green**

The quantity of Chief Scientist Adviser guidance is growing but CSA remains satisfied with our implementation. This was recently confirmed at a meeting with the new director of OST's Transdepartmental S&T Group. **Progress moving from orange towards green**
% of spend on work assessed as high priority by the S&I Blocks. the % spend on high priority work will be reported at the 6 month stage.

CSU and the Block S&I co-ordinators met to discuss the balanced scorecard measures last week. I am currently assimilating the outcomes from the discussion and drawing up a 'process' agreeable to all for collecting and recording the data needed for us to report on the indicators. This will mean that information is being collected in a consistent manner.

We have identified another indicator to add to the present list and will put this forward when we have agreed the wording. It relates to measuring activity on foresight and horizon scanning research.

As I mentioned on the phone and as noted in the guidance, these are new measures and we are presently having to establish baseline data. This will take some time to collate the appropriate data to get 'meaningful information'. We envisaged having some data at the mid year point which we can refine as the year progresses.

In terms of reporting on the indicators, the long term nature of research work and their impact on H&S means that reporting on a quarterly basis with figures would not give any additional useful information. These measures need to be reported 6 monthly at the most (as indicated in the spreadsheet).

In relation to the narrative for this quarter's return, it was agreed that in absence of figures, narrative would be provided.

In preparing the narrative, I have assumed that the 'target' for S&I is a demonstrable link of S&I activity to operational outputs, and eventually improved H&S outcomes. The activities we have undertaken this quarter, as described in the narrative, detail the processes and procedures being introduced which will all lead to meeting the aforementioned 'target'. Thus we are moving in the right direction - hence the comment orange moving to green.

12 Business Improvement	End Year	2003/04			
End of Year 2002/03	2002/03	Quarter 1	Quarter 2	Quarter 3	Quarter 4
%age of D/Ds with a significant and balanced business improvement programme		1			
%age of strategic projects hitting key milestones whilst in development		2			
%age of strategic delivered projects hitting benefit milestones		3			
Overall “benefits” collated expressed as a %age of administrative costs equal 5% year-on-year	6.4%	4			

Business Improvement Narrative

- 1 - 9 of 11 expected plans delivered giving a yellow light .
- 2 - New indicator; no data yet. Expect to report in Q2 .
- 3 - New indicator; no data yet. Expect to report in Q2 .
- 4 - Only reportable at end of year.

13 Image and Profile/ 14Trust and Reputation

End of Year 2002/03

Indicators to be developed

Image and Profile Narrative

HSE's media profile in this quarter continued to be predominantly positive. This is based on:

- the huge amount of reporting of HSE activities that goes on across the whole range of trade and technical journals, where we are taken for granted as a significant provider of high quality information;
- numerous reports in the regional press and broadcast media, particularly of inspection blitzes and prosecutions, in which we are taken for granted as a good thing;
- the national broadcast media, where we are also habitually treated with respect;
- and on a broad interpretation of coverage of HSE activities in the national press, although in this media sector the picture is more mixed and less easy to interpret. See more below.

The major story in this period - reported in all media sectors - was the outcome at the end of June of our prosecution of the Met Police. It concerned injuries (fatal in one case) sustained by two officers who fell from a height. The actual result - jury couldn't agree main verdicts, HSE left to decide whether to pursue case, decided not to - left both sides with claims to a positive outcome. However, the not guilty verdicts which were reached on lesser charges, the attitude of the judge during the case, and an astonishing attack on HSE's bringing the case by Simon Jenkins in the Evening Standard, before the case had ended, left most people, in our view, feeling that the police had won on points. We had managed to get a good rebuttal letter in the Evening Standard, and the DDG Ops gave a very robust interview immediately after the case which was broadcast live. The concluding remarks of the judge, however, about the waste of public money the trial represented, led to a wave of negative reporting for HSE across all media sectors. The police chiefs echoed this strongly in broadcast and press interviews, and one of them called for an inquiry into our prosecution in The News of the World. The case has continued to be referred to in comment and opinion articles in the national print press alongside criticism of HSE, in which we are held up as a menacing risk-averse bureaucracy. We are accustomed to the odd national print journalist having a go at us. And we are accustomed to having to reply that most of the criticisms are either unfounded, or apply to other parties than HSE. But the number of such articles in recent months [including some in the second quarter of 2003/04] is more than anyone in the press office can remember, which goes back 15 years. We have noted articles in the The Times (Simon Jenkins) Evening Standard (Anthony Hilton, Simon Jenkins twice), The Daily Mail (Max Hastings, Keith Waterhouse), The Sunday Telegraph (Alasdair Palmer, Christopher Booker - the latter specifically on pesticides and white asbestos) and Jeremy Clarkson (The Sun). *It is important to get this in perspective.* One notes the community of outlook and ownership among the newspapers involved. One notes that other sections of the national print press are not joining in having a shy at us. Nor are the national broadcasters, nor the regional media, nor the trade press (with occasional exceptions on more specific issues). Anecdotal evidence from contacts outside HSE, including ex-employees, suggest that they remember the reporting of the Met Police case but are unaware of any other media problems for HSE. We, of course, see everything - but within a media goldfishbowl. The rest of the world does not see everything. If we were starting to get attacks from outside the 'community' identified above, it might be cause for alarm. But we are not. We are a long way from getting into the position of other organisations such as the CSA or Group 4 Security, who have in the past become by-words for ineffectiveness in the most influential medium - national broadcasting.

[It was said above that one notes a community of outlook among the writers who are having a go at us. One notes also a community of ideas - borrowings from each other, including the repetition of completely unfounded statements. And one notes also common practices - the HSE Press Office is never approached beforehand for comment or correction; and our replies are often not printed. It's almost as if an 'open season on HSE' has broken out among a small gang of journalists, in which we are cast as the lead victim in a Punch and Judy show. It may not last. Perhaps this is a moment to consider whether we want to do something to bring the show to the end of its run (if indeed, we can), whether to let it run till it runs out of steam, or whether we are ourselves doing things that prolong its run. The report for the next quarter is sure to reflect something similar to the report above.] The foregoing has been spelt out in some detail to bolster the statement made at the outset – that our media profile continues to be predominantly positive. The remainder of this report provides further evidence for this view.

The railway industry continues to generate a lot of coverage in all media sectors. In the period in question the HSE investigation board's second report on the Potters Bar crash, received wide and unquestioning publicity. In particular our finding that the most probable explanation was a failure in maintenance, rather than vandalism, was a lead feature in many stories; but many other strands in the report were also widely picked up. The results of RI's investigation of a few incidents in which train drivers were resetting their equipment after passing through a signal at danger, without notifying signalmen, were also picked up, testifying to the continuing sensitivity of the media to rail stories.

Rail:

- Progress report on the Potters Bar investigation issued; Mike Weightman gave a number of interviews, a mixture of live and pre-recorded to national television and radio. We accompanied Mike to brief the Transport Secretary, who gave interviews to Sky News, News 24, C4 and Newsnight. Significant coverage in all the broadsheets and tabloids.
- NCE attack on HSE's handling of the Thameslink incident
- First anniversary of Potters Bar derailment: statement posted on HSE website; inundated with interview bids, all declined.
- Interview for *Three Counties Radio* about drivers resetting TPWS and moving without authority following a SPAD
- BBC interest in Manchester Metrolink and regulations on speed of and noise from trams
- SPAD figures published monthly with some media interest
- BBC Radio 4's *Today* programme broadcast a report on the problem of drivers resetting TPWS; prompted various interview bids, a pre-record was arranged with Alan Osborne
- *FT* transport correspondent asked for broken rail statistics; guided to website - "What a good website", she remarked.

The construction trade press, and regional press and broadcast are continuing to give prominence to the construction inspectors' blitzes, which have been focusing on falls from height. Devon, East Cambs, the West Midlands, the north-west, Yorkshire & Humberside all had FFH blitzes, while London had a harness and ladders blitz in the quarter.

Construction

- SED exhibition in May was successful and busier than expected; Construction Work Plan launched with good attendance by trade press and positive coverage; Revitalising Discussion Document editorial in *Construction News*; Occupational Health Pilot covered in *Contract Journal* and *Building*; *Construction News* gave fair coverage of Don Ame asbestos story; *Construction News* website covered ladder/harness safety blitz in City of London; launch of falls campaign on 2 June to coincide with inspection blitzes; national and trade press advertising plus 48 sheets in major cities in June; 3000 packs sent out in response with a high level of good quality media coverage in the specialist press; summary of recent ladder and safety harness inspection covered in trade press.

Working Well Together:

First phase of Safety Health Awareness Days for 03/4; Birmingham launch on 3 June with 'good news' awards story and picture involving small firms winner; WWT photo opportunity held with Liverpool City Council - first local authority in North West to join WWT; WWT News 13 produced and distributed; *Construction Manager* interviewed Richard Boland about work with government clients.

There was quite a notable splash in national media in June when the Independent ran a page one story on the potential impact of HSE's management standards for stress, which was followed by a number of broadcast interviews and items, including on the lunchtime BBC TV News, BBC Business Lunch, and C4 News in the evening, with subsequent reports in national, major regional and trade press. Stress stories can be good 'sellers' for HSE.

Stress:

- excellent publicity in the first week since the announcement of the pilot programmes; very high profile; all the nationals picked up the line as soon as it was launched; *The Independent* ran as a front page lead; pilot website revamped; there was a clearly laid out strategy based on joined-up working.
- stress article and photo of Elizabeth Gyngell in *Personnel Today*.

The question of HSE resources surfaces here and there in the trade press but came up more prominently in June when the DDG Ops took part in a long item on Radio 4's You and Yours stimulated by the Prospect Union. Quite searching but we gave a good account of ourselves.

Some very large fines were widely reported: the Ford Motor company (£300k) and Nestle (£270k), which both had factory accidents, were especially prominent. Crown censures of the Royal Mint and the MoD in Portsmouth also attracted attention. Fairground incidents also continue to attract coverage in regional and trade media. The implied background in all this kind of reporting is that HSE is a good thing – a public watchdog, seen to be doing what it should.

Prosecutions:

- Network Rail and Balfour Beatty Rail Infr. - 4 year old electrocuted on track
- Sentencing of William Hare Ltd finalised with a fine of £75,000
- Birmingham NHS Trust, Magistrates Court - deaths of two elderly patients.
- Bissen Concrete Products fined £100,000 following a fatality when concrete casting stairs fell

Agriculture

- the summer was a busy period with major and minor shows including the Royal Highland and Royal Shows; 'Safety on Farms for Children' launched by Linda Williams, the farmer, his wife and son talking about an accident on their farm; wide coverage by regional TV and 30 local radio interviews; children's farm safety poster competition launched with positive media coverage; falls campaign research showed 41% unprompted awareness rising to 46% when prompted; researchers commented figures were very high for any type of campaign but especially for a business to business campaign of this kind.

European Week:

- The campaign website was launched at EXPO 2003 and a press release issued to nationals, trade and techs, and regional media; over 100,000 newsletters and 35,000 Action Packs were issued.

Health:

- Four HSE staff absented down Tate Modern Gallery on World Asthma Day with national and local media interest; *The Mirror* raised issues relating to a study on breast cancer in shift workers in response to a reader's letter; BBC *Radio Kent* and *Radio Solent* covered guidance for New & Expectant Mothers.

Offshore:

- *Financial Times* piece on work of the Division from Piper Alpha to present day; *FT* published a feature on North Sea safety, based on their earlier interview.

Other:

- EXPO was a resounding success; a lot of interest in HSE stand, publications and very high sales of publications; best attendance for some years
- Huge media interest following Government announcement that it will introduce a corporate killing Bill in the autumn; supplied Newsnight with line to take and answered supplementary questions.
- Accident Book successfully launched at EXPO; press release issued, including a quote from Kate Timms; sales buoyant - within three days it topped the bestseller lists! Ads appeared end-May twice in *The Sun*, *The Mirror*, *Daily Star* and *The Independent*; three times in *Daily Express*, *the Times* and *The Guardian*, and five times in the *Daily Telegraph* and *the Daily Mail*.
- Interviews with Radio Norfolk and BBC Wales about sales and marketing tactics of Chancellor Formecon following complaints from SME's; about "misleading and inaccurate" publicity material. Likely to unravel further with new Accident Book
- Interview with Radio 2 on slips and trips in the education sector

15 Engaging Stakeholders
End of Year 2002/03
Indicators to be developed

Engaging Stakeholder Narrative

The following Strategy will be developed further by the new Director of Communications (to be appointed mid 2003/04) and work on the individual components progressed in the meantime.

The aim is that there are (or should be) three essential components in our high level Communication/Stakeholder Strategy:

- "Augmentation": Building on and getting leverage out of the ongoing work of HSE (eg prosecutions, enforcement initiatives etc) - but managed strategically and linked to our clear priorities.
- "Stand alone" activity: ie specific initiatives, again strategically planned and targeted.
- "Communicating through others": Working through a wide range of groups of people who can influence health and safety - starting with our own staff and with local authority inspectors. Again, strategically managed.