

HSE/04/015

HSE Balanced Scorecard

Delivering the Mission

[1\) Delivering Planned work](#)

End 02/03	Quarter 1	Quarter 2	Quarter 3	Quarter 4
G	A	A	A	

[2\) Delivering PSA1](#)

R	G	G	G	
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[3\) Delivering PSA 2](#)

N/A	G	G	A	
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[4\) Health and Safety in HSE](#)

G	G	A	A	
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Managing Resources

[5\) Living within the Budget](#)

A	G	G	G	
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[6\) Allocating resources to priorities](#)

G	G	G	G	
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[7\) Recruit](#)

N/A	A	G	A	
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[8\) Retain and motivate](#)

G	G	G	G	
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ANNEX 1

Continuous Improvement

[9\) Leadership](#)

End 02/03	Quarter 1	Quarter 2	Quarter 3	Quarter 4
N/A	A	A	R	

[10\) Delivering Change](#)

G	A	A	A	
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[11\) Applying Science & Technology](#)

N/A	A	A	A	
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[12\) Applying Business Improvements](#)

G	A	A	G	
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Reputation

[13\) Profile & Image](#)

N/A	A	A	A	
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[14\) Trust & Reputation](#)

N/A	A	A	A	
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[15\) Stakeholder engagement](#)

N/A	A	A	A	
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X = NO INDICATORS YET DEVELOPED.

1 DELIVERING PLANNED WORK	HSE	HSE	FOD	FOD	HID	HID	RI	RI	NSD	NSD
End 3r^d Quarter 2003/04	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn
<u>OPMA</u>										
Number of safety cases etc* processed	*	*			205	170	N/A	101	330	300
Number of safety cases etc* processed to time and quality standards					205	170	N/A	92	271	183
% safety cases etc* processed to time			100.00%		100%**	100.00% (G)	100.00%	91.09% (A)	100%**	61% (R)
<u>OPMC</u>										
Total number of complaints reported				17,297	336	301	N/A	551		4
Total number of complaints followed up				15,595	308	285	N/A	419		4
% complaints investigated			90.00%	90.16% (G)	90%	94.68% (G)	90.00%	76.04% (R)	90%	100% (G)
<u>OPMD</u>										
Total number of (incidents) reported					1,151	3,445	N/A	3,754		64
Total number of (incidents) that meet HSC criteria				3,145	375	391	N/A	345		64
Total number of incidents that meet criteria and were investigated				3,006	375	372	N/A	345		62
% incidents that met HSC criteria investigated			95.00%	95.58% (G)	95.00%	95.14% (G)	95.00%	100% (G)	95%***	96.88% (G)
<u>OPME</u>										
Number higher risk workplaces identified							N/A	N/A	43	43
Number higher risk workplaces receiving an intervention							N/A	N/A	43	43
% high hazard/risk workplaces receiving an intervention			100.00%		100%		N/A	N/A	100.00%	100.00% (G)

*Includes safety reports and safety submissions

Delivering Planned Work Narrative

FOD

Narrative: FOD report on OPM E at year-end only

RI

*** Includes safety reports and submissions. Doesn't include safety case exemptions (59 to date)**

The AMBER traffic light relates to the issuing of the first RSC Issues Log to dutyholders. At the beginning of the year this was red, but significant improvements have been sustained over the last 3 months - during that time all RSCs have met the performance standard, so month-on-month this indicator continues to improve.

The RED traffic light for 'Complaints Followed Up' is problem is IT-related. The RED merely reflects that for a number of complaints the outcome has yet to be closed, and the results entered on FOCUS. Action has been discussed at RI Ops Div MB to ensure that FOCUS records are promptly completed. The indication is that the actual situation is not a cause of concern, and we anticipate a GREEN for 2003/04 overall.

NSD

***Includes safety reports and submissions. ** For NSD - 82.1% *** For NSD: 100% of events reported as INES 1 and above, will be subject to a preliminary investigation that involves action by the site inspector including relevant follow up at a site visit.**

This indicator remains red from the previous two quarters. NSD has achieved a 61% return against a target of 82%. The underlying causation for the 21% gap is an overload of work due to lack of resources, reactive work and work of a higher priority. (Please note that if the figures shown were calculated against 82% not 100% NSD's outturn would be 74.39%).

NSD has also re-run Q1 and Q2 OPM returns from the in-house database, after staff were asked to check their entries, and correct any mis-descriptions. This clean-up exercise has resulted in a bigger improvement in Q1 than in Q2, which would reflect the increasing awareness of inspectors during Q2 of the need to record changes in the database more accurately. Overall however, the OPM has not moved significantly out of the red-light area as a result of this exercise.

Lawrence Williams' explanatory narrative can be found at annexe 2.

2 Delivering Worker Health and Safety PSA1									
End 3rd Quarter 2003/04	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	No new data		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	*253.1 (95% confidence interval of 270.2)		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

Progress with Priority Programme Plans See "Narrative on Delivering Worker Health and Safety PSA below

* In 2002/03, to allow for changes in the rate of reported major injury relative to the rate of reported over-3-day injury to employees, a revision was made to the methodology used for the calculation of the estimate of major injury reporting used in the indicator. This revision was also applied retrospectively to 2001/02. For 2002/03, the unrevised indicator shows a rise of 5.7% from 1999/2000, the base year. On a revised basis, the indicator falls by 3.8%. Both these estimates are subject to statistical uncertainty of 5-6%. These alternative estimates represent two interpretations of the relative changes in the rates of reported major and over-3-day injury. **There is insufficient evidence to choose confidently between these alternatives, and the true position is likely to lie somewhere in between, leading to the conclusion that there is no clear evidence of change, which is also in line with the flat trend in the Labour Force Survey.** HSE will carry out an analysis and commission research on the reporting of major injuries. The indicator depends heavily on estimates of the level of major injury reporting. The value for 2002/03 will be updated with a finalised estimate of reporting next year when the results of the 2003/04 LFS are available.

** The balance of evidence suggests that the overall incidence of work-related ill health is likely to have risen since 1999/2000. This is essentially because the latest information suggests work-related stress is rising, while musculoskeletal disorders – the other major cause of ill health – show no change (though there is some evidence of improved risk control). A reduction in asthma, and hints of a reduction in dermatitis, are not enough to offset the stress increase.

Narrative on Delivering Worker Health and Safety PSA

Progress towards the PSA target: Activity

Priority Programme (PP) Business Plans: Each PP has set quarterly milestones throughout 2003/04, delivery of which (together with Securing Compliance\Externalities) determines the “traffic light” status of the PSA targets. At the end of the 3rd quarter, most planned activities for PPs are on track. “Government setting an example” (red last quarter) has moved to an amber: the Minister fully supports the programme and will chair a Task Force meeting in March; the Programme Board has held its first meeting and proposed workstreams and projects are being developed. 3rd quarter milestones for the Workplace Transport PP have been delayed and an action plan to put the Programme back on track is being drawn up as a matter of urgency. There have been some limited delays in progressing some project work due to other demands in the Construction PP, but over the longer term, the Programme is broadly on track. Agriculture, Health Services, MSD, Stress and Slips and Trips report plans are largely on track with operational activity above target in agriculture and increased in Stress. The Falls from Height Plan is now progressing well: the launch of the Work at Height Regulations CD (December) has generated significant interest.

“Surrogate” indicators: At the June 2003 Ministerial meeting, a number of “surrogate” indicators intended to provide a level of assurance of delivery of the targets whilst awaiting the annual statistics were agreed for each of the PPs. The indicators were based on the impact of the outputs.

Of the 19 indicators for report this quarter, good or very good progress has again been made in most: the 3 Construction indicators are above target; all Agricultural, Health Services and Stress indicators are on, or very close to target; Falls from Height has made very good progress, including 7,000 requests for the CD. The Workplace Transport indicator “raising awareness” has also made good progress. MSD: Inspection Risk Control Indicators show an increase in the proportion of duty holders with good performance scores and a fall in the proportion with poor scores. However, the number of Improvement Notices issued continue to fall and hits on the MAC website have fallen. There was a small increase compared with 2002/03 where slips and trips were discussed during inspections. The rate of service of INs has fallen to 3.9/1000 inspections (baseline 4.5/1000), but numbers issued are too small to draw meaningful conclusions at this stage.

Compliance/Externalities: Compliance: Preventive inspections over 4% above plans. Externalities: Progress made on a number of projects: Good practice guide on Passport schemes issued and, on work with professional organisations to include h&s in approved training: baseline research expected shortly. Chemicals awareness campaign held and presentations on electronic “COSHH essentials” (designed to help small companies protect workers that use chemicals) given. Risk awareness CD-Rom for 12-15 year olds launched; positive feedback on asthma plan of action and response to DfES White paper to convince DfES to cover h&s adequately submitted October 2003. Employment National Training Organisation funding difficulties continue to delay drafting of safety “passport” standard. Negative attacks on HSE in the regional/specialist media were much reduced between Oct. to Dec. compared with the previous quarter.

3 Delivering Major Hazards PSA	Base Year		2003/04			
	2001/02	2002/03	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Rail indicators						
Signals passed at danger	172	143	36	36	Series discontinued and replaced with Safety Risk Index	
Track compromised	627	577	62	62		
derailments	63	56	17	15		
Acts of vandalism	921	741	113	72		
Level crossing incidents	182	176	50	77		
TOTAL	1965	1693	278	262	Unavailable (A)	
Nuclear indicators						
Reports made to HSE by licence holders which indicate a challenge to nuclear safety	143	156	22	24	(G) 27	
Offshore indicators						
Major and significant hydrocarbon releases	113	85	28	31	(A) 23	
Onshore indicators (COMAH)						
Relevant RIDDOR reportable dangerous occurrences, e.g. unintentional explosions, failure of pressure systems	179	155	35	37	(G) 33	

Delivering Major Hazards Target Narrative

- 1) Rail - The rail precursor series has been replaced by the new Safety Risk Index developed by the Rail Industry. The reporting arrangements to HSE are reliant on the industry and there is a reporting lag of one quarter. The new Index is off track and amber is assigned this quarter (precautionary pending analysis of several more quarterly reports before a high degree of confidence can be assigned).
- 2) Offshore - the Q1 figure has increased from 12 to 28 because the reporting scheme agreed with duty holders gives them up to 1 month to report an incident so each quarter may see an increase in the previous quarter's reported figures
- 3) Onshore (COMAH) - the baseline figure for 2001/02 has been updated from 156 to 177 following further data validation work

4 Delivering Health and Safety in HSE End 3rd Quarter 2003/04	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 during qtr	6534	7152	1,412	1510	1929	
Average days absence per staff year per qtr	8.06	8.36	7.10	6.5	9.3	
Referrals to Occupational Health Provider						
Number of reports of ill health due to DSE use	89	92	(G) 13	(G) 13(1)	(G)13	
Notification of Accidents and ill Health						
Fatal injuries	0	0	(G) 0	(G) 0	(G)0	
Major injuries	2	1	0	(A) 3	(G)0	
Over 3 Day injuries	9	13	(G) 0	(G) 1	(A)4	
Minor injuries	114	148	(G) 26(3)	(G) 36(7)	(G)26(3)	
Dangerous occurrences	2	0	(G) 0	(G) 0	(G)0	
Near misses including verbal abuse and possible accidental exposure to asbestos	72	85	(G) 14(1)	(G) 21(1)	(G)27	
ill Health cases	129	158	(G) 19	(G) 25(1)	(G)26	
Total reported incidents	328	405	(G) 59	(G) 86	(G)83	

Note: The figures for non-HSE staff are included and shown in brackets.

Delivering Health and Safety in HSE Narrative

There were 15 RIDDOR reports during 2002/03, 2 of which were reported by employers of non-HSE staff. This compares with 15 2001/02 (incl. 3 non HSE staff) and 15 in 2000/01 (incl. 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 believes 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 3. Accident and ill health figures represent reports received in HSU between 13 Oct and 31 Dec. There were 3 'over 3 day RIDDORS'. One injury was a twisted ankle (twisted on rubber mat in Lab). One was a sprained back, (lifting boxes). One was sprained shoulder/neck muscles when stretching. The fourth incident was a road traffic accident whilst at work, and as such was not reportable under RIDDOR.

Completed by Patricia
Williams FINU

5 Living within the Budget	Budget Profile	Outturn	Variance		Budget	Forecast Outturn	Variance		Revised	Forecast Outturn	Variance
HSE not including HSL	To Date	To Date	(+or-)		for Year		(+or-)		Estimate		(+or-)
	£k	£k	£k		£k	£k	£k		£k	£k	£k
Admin cost: is spend on payroll and GAE in line with plan											
Pay	100,181	99,489	-692		135,167	133,403	-1,764		146,052	133,403	-12,649
GAE	51,137	48,924	-2,213		72,100	69,068	-3,032		62,830	69,068	6,238
Admin Costs	151,318	148,413	-2,905		207,267	202,471	-4,796		208,882	202,471	-6,411
Admin Other	4,541	3,982	-559		7,639	6,771	-868		7,880	6,771	-1,109
Total Admin Costs	155,859	152,395	-3,464		214,906	209,242	-5,664		216,762	209,242	-7,520
Programme: is spend in line with plan											
Programme	37,421	35,483	-1,938		52,098	50,384	-1,714		61,701	50,384	-11,317
NET Resource Budget: is expenditure and income within net resource limit											
Income	-42,626	-42,283	343		-56,833	-57,993	-1,160		-57,836	-57,993	-157
Net	150,654	145,595	-5,059		210,171	201,633	-8,538		220,627	201,633	-18,994
Capital Management: Is capital spend according to Plan											
Capital Spend (excl capital sales)	4,417	3,210	-1,207		5,380	4,457	-923		6,502	4,457	-2,045

5 Living within the Budget	Budget Profile	Outturn	Variance		Budget	Forecast Outturn	Variance		Estimate	Forecast Outturn	Variance
HSE incl HSL	To Date	To Date	(+or-)		for Year		(+or-)				(+or-)
	£k	£k	£k		£k	£k	£k		£k	£k	£k
Admin cost: is spend on payroll and GAE in line with plan											
Pay	108,058	107,469	-589		147,244	144,439	-2,805		157,088	144,439	-12,649
GAE	54,978	52,638	-2,340		77,572	74,951	-2,621		69,663	74,951	5,288
Admin Costs	163,036	160,107	-2,929		224,816	219,390	-5,426		226,751	219,390	-7,361
Admin Other	7,334	5,945	-1,389		11,394	9,610	-1,784		10,726	9,610	-1,116
Total Admin Costs	170,370	166,052	-4,318		236,210	229,000	-7,210		237,477	229,000	-8,477
Programme: is spend in line with plan											
Programme	40,111	38,026	-2,085		56,738	54,994	-1,744		66,311	54,994	-11,317
NET Resource Budget: is expenditure and income within net resource limit											
Income	-61,388	-60,733	655		-82,778	-83,308	-530		-83,161	-83,308	-147
Net	149,093	143,345	-5,748		210,170	200,686	-9,484		220,627	200,686	-19,941
Capital Management: is capital spend according to Plan											
Capital Spend (excl capital sales)	6,245	3,789	-2,456		7,780	6,057	-1,723		11,100	6,057	-5,043

Narrative

1. HSE (excl HSL) Outturn to date compared to Budget is showing a Net Resource underspend of £5m which is made up of a £3.4m underspend on Admin, £1.9m on Programme and a slight under recovery of £0.3m on income.

The Forecast Outturn against Budget is showing a £8.5m reduction which is made up of £5.7m on Admin, £1.7m on Programme and £1.1m extra income.

The Admin Forecast reflects the strategy of managing down whilst maintaining activity.

HSL's Outturn surplus exceeds budget after the first nine months and is forecast to meet their financial target of break-even.

The Traffic Light for spend against budget must be Green at this stage.

2. The Estimate includes the £2m for Cullen received from DfT and the DWP element has been carried forward to 04/05. The Estimate is as agreed with the Executive in January 2004 for the Spring Supplementary.

HSE (excl HSL) is showing a £7.5m forecast underspend against Admin (£1.1m relates to Admin Other costs such as depreciation, cost of capital etc).

The Programme forecast compared to estimate shows an underspend of £11.3m which reflects the wish to build Programme EYF for the New Strategy and in support of HSL's PFI. The HSE and HSL forecast is within Estimate. **The Traffic Light for forecast against Estimate must be Green at this stage.**

6 Allocating Resources to our operational priorities	2002/03		Quarter 1		Quarter 2		Quarter 3		Quarter 4	
End 3rd Quarter 2003/04	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn
(OPM B) % of resource committed to priority operational activities.										
FOD	60%	63%	60%	66%	60%*	68%*	60%	64		
HID			3660	3795	100%	108%	100%	108%		
RI			60%	62 %	60%	73%	60%	68%	60%	
NSD			30%	36.4%	30%	31%	30%	30.45%		
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	39,136	36,838	81534	87,207	123,931	133,886		
(preventative inspections included in above)	71,858	74,112	15,197	15,533	31,660	36,341	48,122	51,859		
HID	16,528	21,042	4,048	4,598	8,266	9,940	12,399	11,938		
(preventative inspections included in above)	8,420	9,830	1,784	1,484	4,077	3,365	6,116	4,999		
RI	5,989	7,764	1,884	1,939	3,769	4,047	5,653	5,934	7,537	
(preventative inspections included in above)			943	873	1,886	1,799	2,829	2,735	3,772	
NSD	992	948	169	200	336	420	502	577		
(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*	60-40	51-49		53-47		59%	54%	59%		

Narrative

**Note: As reported in the last quarter, this target has been revised as follows: Target is to move back to the levels of five years ago, ie 1998/99, when 61% of all recorded contact time was spent on proactive work. The previous target of spending 60% of total time (contact + regulatory support) on proactive work - slightly above the levels reached in 1999/00 - has to be replaced as we no longer record regulatory support time on FOCUS. Whilst some of the elements feeding this balance are outside our control (eg the numbers of incidents meeting the HSC incident selection criteria), we suggest that appropriate traffic lights could be: G = 2002/03 baseline of 54% or more to proactive work, A = 50 - 53.9% and R = less than 50%.*

7 Recruit	Baseline	2003/04			
End 3rd Quarter 2003/04	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	(G) 0	(A)1	
Band 2	5	4	(G) 1	(A)	
Band 3	1	1	(G) 0	(A)	
Band 4	0	0	(G) 0	(A)1	
Band 5	1	0	(G) 0	(A)	
Band 6	0	2	(G) 1	(A)5	
Total Number occupying unfunded posts in Rose Court	8	8	(G) 2	(A)7	
Number of people occupying unfunded posts in Bootle					
Band 1	1	1	(G) 1	(G) 1	
Band 2	2	3	(G) 3	(G) 2	
Band 3	2	2	(G) 2	(G)	
Band 4	2	1	(G) 0	(G)	
Band 5	1	1	(G) 0	(G)	
Band 6	2	1	(G) 0	(G)	
Total Number occupying unfunded posts in Bootle	10	9	(G) 6	(G) 3	
Total number occupying unfunded posts across HSE	18	19	(G) 9	(G)12	
Length of time on list to placement in permanent post	N/A	N/A	21 weeks		
Success in filling agreed number of advertised posts within agreed timeframe		(A) 67%	(G) 100%	(G)100%	
Number of agreed posts advertised	N/A	8	(G) 22	(G)25	
Number of agreed posts advertised filled	N/A	7	(G) 10	(G)17	

Recruit Narrative

There is no historical data is available for this indicator.

The suggested target is for numbers occupying unfunded posts to fall, together with a gradual rise in the number of internal vacancies advertised

8 Retain and Motivate					
End 3rd Quarter 2003/04	Mid Year		Turnover rate	Turnover rate	variance
	2003/4	Targets	2001/2	2002/3	
Turnover rate by the principle 9 disciplines in HSE					
Admin	(G) 4.45%		9.00%	10.30%	
FAQ	(G) 1.37%		4.60%	3.90%	
Nuclear	(G) 0.58%		3.10%	6.00%	
Offshore	(G) 0.70%		5.40%	3.00%	
Other	(G) 6.67%		11.00%	12.20%	
Professional and Technical	(G) 9.52%		5.60%	102.20%	
Railway	(G) 5.00%		11.30%	10.40%	
Scientific	(G) 4.71%		7.20%	8.40%	
Specialist	(G) 1.20%		4.30%	1.50%	
Turnover rate for all staff	(G) 3.37%		7.20%	8.20%	

	End Year		2003/04			
	2002/03		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Training indicators to be developed						
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%	1.82%	1.82%	
Progress towards SCS Gender Targets 2005	25%	29.00%	23.20%	23.64%	23.64%	
Progress towards SCS Race Targets 2005	0%	1.80%	0%	0%	0%	

Retain and Motivate Narrative

Turnover rate by the principle 9 disciplines in HSE

Reported 6 monthly

Training

Diversity in HSE

The figures on the SCS diversity targets may look a long way off being achieved but it should be remembered that it only needs one or two individuals to achieve them. It may not sound much, but it is difficult to achieve. It should also be remembered that HSE's targets were set at a level well below those for the Civil Service Modernising Government targets as a whole, due to HSE's low starting point and historical background on recruitment pools. As we make progress towards our targets, it is likely that we will revise them (upwards) in 2004/05 to come into line with the Modernising Government targets.

Race

HSE has now recruited an SCS member from an ethnic minority background. This will achieve our target and will be reflected in the figures for quarter four.

Disability

Most of the work with this group is on a one-to-one basis in terms of reasonable adjustments and other behind-the-scenes activities. We work very hard to ensure that everyone who needs help has access to advice and guidance appropriate to their disability. In addition, there have been express articles (for example, on "European Year of the Disabled" and "Disfigurements" and your own article about the Disability Network) and we have ensured that there are questions in the new Staff Survey to establish whether people with disabilities feel they are being discriminated against in any way. There has also been the wide publicity for the Civil Service Disability Bursary. In terms of progress, the numbers of staff feeling comfortable about declaring a disability has more than doubled in recent years, although there are still many who not wish to declare their disability.

Gender

The appointment of two women to the SCS will achieve our target. Kate Timms's women's groups are looking at development and encouragement of women to apply for SCS posts.

9 Leadership

End 3rd Quarter 2003/04

Indicators are to be developed

Leadership: Narrative

Currently the main measure of Leadership are the emerging results of the Staff Attitude Survey, which does not reflect staff confidence in HSE's leadership to 'lead and motivate by providing clear purpose and direction'. This will be followed by a series of bi-annual, short sharp "temperature taking" surveys that will enable the gauging of perceptions of how leadership is changing.

There has been a fair amount of activity, which the Board may be interested in:

12 members of HSE's SCS are going through the DWP SCS leadership programme, "Leading the Vision." The programme consists of two parts, a two day residential event which includes personal coaching and a back to the shop floor exercise called the "customer experience." Initial evaluation of the residential part, which all HSE attendees have completed, show average satisfaction rates of 90+% against the programme objectives. As far as HSE's own Leadership Programme is concerned, to date 23 one day modules and 8 lunchtime seminars have taken place; since the last report to the Board in November, 5 modules have been run and a further two are planned (on "Initiating innovation and Change" and "Building Relationships"). There has been good coverage of across the SCS, but as yet, no systematic evaluation of the impact of the programme, which will need to follow.

Overall, this does nothing to change the assessment of this aspect of the scorecard from amber, but it helps to demonstrate that leadership issues are being addressed in HSE.

10 Delivering Change

End 3rd Quarter 2003/04

Indicators to be developed

Delivering Change Narrative

The ways of working/values events were completed on schedule by the end of November. Immediate evaluation showed a high proportion of staff felt able to contribute their ideas but some are reserving judgement awaiting demonstrable management-led change. Senior managers have learned and accepted lessons for themselves and their teams. Early indications are that most D/Ds emerged with impressive agendas for improving, for example, closer working within their D/D, other parts of HSE, and in some cases better engagement with external stakeholders.

Successful impact will depend on management of follow-through and in particular visible leadership commitment through their own actions and behaviours. Staff awareness of concrete examples of new ways of working, their success in delivering health and safety and/or business improvements will be key to achieving long term cultural change.

The winding up of the Change Programme Board has caused a hiatus in overall reporting responsibilities, but BEU will take up responsibility for reporting in the final quarter.

11 Applying Science and Technology	End year	2003/04			
End 3rd Quarter 2003/04	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.		(G)	(G)	(G)	
(ii) Numbers of staff, especially policy staff, attending training on Guidelines 2000		(A)	(A)..	(A)	
(iii) CSA satisfied with HSE implementation of his Guidance.		(G)..	(G)..	(G)	
% of spend on work assessed as high priority by the S&I Blocks.		(A)..	(G) research 67% support 65%	(G)	
% 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).		(A)..	(G)..	(G)	
% 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		(A)..	(A)..	(A)	

Applying Science and Technology Narrative

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

As reported at mid-year, two reviews were completed and outcomes discussed with S&I and policy contacts. Two further reviews of policy processes, agriculture and ammonium nitrate have been identified for audit to be undertaken from March 04. A paper on sources of expert advice was presented to the December SISC meeting. The paper identified that there was access to a wide network of experts but it was necessary to look ahead and ensure this situation is maintained and to encourage the recognition of the need for scientific advice. Four recommendations were agreed by SISC for CSU/COSAS to develop advice and supporting documentation on sourcing appropriate scientific advice.

Work on training for guidelines 2000 is to start in quarter 4. This is due to staff resource issues have now been addressed with recruitment of a Band 3 in November. Meetings have been held between the relevant parts of COSAS to develop and arrange workshop sessions for HSE staff.

The preparative work for the forthcoming OST S&I audit as continued this quarter. A pilot review of the MSD priority programme was undertaken by CSU. Indications were that the programme was well managed overall, but some potential improvements in horizon scanning and communication were identified.

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

Optimum figure for 'high priority' work set as 70% by SICs. Red = <50%, Amber = 50 -64%, Green = 65 +%. Q3 figures - research 65.2% (green), support 65% (green). This quarter has seen support spend increase from £4.8 M to £11 M with continued performance as green. However 'hidden' within this overall figure are significant improvements, which warrant mention. Spend on high priority activity under the Technical support Framework has increased from 60% in Q2 to over 70% in Q3, moving from amber 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).

CSU/SICs have agreed that this PI be recorded as proportion of spend rather than proportion of projects. Implementation of the S&I evaluation protocol has involved the development of a revised project record, which ensures the necessary information is captured to report on this indicator. A draft record form has been circulated for comment and a Working Group is shortly to meet to finalise the format and content of this revised form, which will then be used 'from cradle to grave' to record research and planned support work, outcomes from the work and impact of the work on HSE's business. Until this revised record is fully implemented, data from the current PPE system

will inform this indicator. Information collated from post project evaluations undertaken since April 2003 show that 92% met their objectives by more than 75%. 74% of the evaluated projects were considered to be of immediate use to operational or policy work, of this 24% directly link to policy, 35% to standard setting, 53% to guidance and 16% to regulation. These % have all increased on the mid year figures. More than 40% of project outcomes have longer-term value, indicating a reasonably healthy horizon scanning 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.

CSU/SICs have recognised that the scale of S&I activity and the timescales involved on S&I impacting on H&S outcomes means that this PI can only be addressed practically through a sampling approach, and that reporting on a quarterly basis is not appropriate. This PI will be informed from HSE impact evaluation exercises. Therefore this PI will be reported in the quarter following a major HSE impact evaluation or CSU case study, but not less than annually. A target value can only be set once a sufficient body of data is gathered from impact evaluations. EAU are presently collating data on ongoing and recently completed evaluation projects. CSU will use this resource to identify suitable case studies to report on in the final quarter. Progress will be monitored on a continuous improvement basis; red being no data collected or decline since previous measure, amber = no significant change, green = improvement from previous measure, until an appropriate target can be set.

Proposal for new SMART indicator.

There is presently no indicator to monitor HSEs S&I activity in horizon scanning and Foresight activity. It is proposed to introduce a suitable indicator to record S&I activity in this important area.

12 Business Improvement	End Year	2003/04			
End 3rd Quarter 2003/04	2002/03	Quarter 1	Quarter 2	Quarter 3	Quarter 4
%age of D/Ds with a significant and balanced business improvement programme		(A) 82%	(A) 82%	(G)100%	
%age of strategic projects hitting key milestones whilst in development					
%age of strategic delivered projects hitting benefit milestones					
Overall "benefits" collated expressed as a %age of administrative costs equal 5% year-on-year	6.4%				

Business Improvement Narrative

Meetings and discussions initiated by BEU have led to the delivery of outstanding BI plans from CoSAS and RI and the achievement of a (cautious) green light for this indicator. We have a BI plan for each D/D (which is a first) - although it is a matter of judgement they probably could not all be regarded as "significant and balanced" - improving on that is the next task. Regarding indicators 2 and 3 the BIPMB is to be disbanded after the setting up of the new BIEB in December. Some changes to BI strategy are likely to emerge in due course and as reported previously these could impact significantly upon the BI network and its data collection mechanisms hence the lack of reporting action. We hope to have a clearer notion of BI's future after the next BIEB meeting on 3 February. With this in mind BEU is arranging a workshop to consider and if appropriate revise existing indicators for both corporate and RPD scorecards. This should ensure a more robust reporting position for 2004/05.

13 Image and Profile

End 3rd Quarter 2003/04

Indicators to be developed

Image and Profile Narrative

Negative attacks on HSE were much reduced between October to December compared to the previous quarter.

There were a huge number of articles in the national press on rail matters but the focus was mainly on rail performance and costs, with little mention of safety. Alan Osborne's resignation "statement" achieved some coverage damaging to HSE. The Financial Times and Guardian did quite large pieces reporting the accusations, the Express and Mail less so. The Today programme also covered the story, as did the Economist. However we achieved positive coverage on our prosecution of Thames Trains, publication of the rail annual report and investigation into the Camden Town derailment.

Other issues which reached the national press in a positive way included: a front page piece in the Financial Times about the offences and penalties report; coverage in the FT on the launch of our strategy; the Euro week launch and the publication of the study on stress carried out jointly by the HSE and Personnel Today. Stress is a subject which receives a great deal of interest from the national media, usually in a positive way from the HSE's perspective i.e. acknowledging it exists and something needs to be done about it. These articles often mention what HSE is doing. We also achieved a lot of very positive coverage on the construction falls from height blitz and continue to receive very positive coverage of our work in the construction press.

The story of the ships containing asbestos coming to Britain unfolded throughout the quarter. We managed to achieve little mention of HSE's involvement - the media were much more focussed on the Environment Agency.

There is no evidence to indicate the need to change our rating this quarter but our image remains fragile and has taken quite knock by the recently announced rail review. There are intermittent articles that make sideswipes at health and safety and HSE and occasional cartoons showing our over-zealousness. We must remain vigilant about the work that we do, as suggested by the inordinate amount of snide coverage in the Times following our publication of the guidance to actors.

Results from a qualitative study of attitudes and perceptions show that health and safety is a significant issue for many employees but is a fragmented concept. Most white-collar workers scored it low as a risk, with more salience among blue-collar workers. For many employees and citizens h+s is a form of protection and redress allied to compensation. Among employers, small industrial employers expressed great hostility to procedures, some to inspectors and some believe it is geared to large firms. There are different perceptions among public sector workers who respond favourably to meetings on h+s. For large employers h+s is a defensive liability avoidance or means of looking after employees. For journalists, h+s is a source of human-interest stories.

Similarly awareness of HSE among citizens and employees is very low and patchy. It is understood, if at all, as an arm of Government. Knowledge was largely confined to construction, engineering and nursing. Very few media incidents are noticed at all apart from rail crashes and those only rarely. These findings are to be tested in a large-scale survey in January or February.

Note: indicators to be developed once survey results are available. (eg concern about h&s against other concerns, familiarity and favourability of HSE against other organisations, levels of agreement with vision)

14 Trust and Reputation

End 3rd Quarter 2003/04

Indicators to be developed

(See Narrative for Image and Profile)

15 Engaging Stakeholders
End 3rd Quarter 2003/04
Indicators to be developed

Engaging Stakeholder Narrative

There are no grounds for moving to a green or red light on stakeholder engagement, as we have no objective evidence of success, improvement or failure. There is a significant amount of activity underway but to date, little evaluation of its impact.

The National Account Managers Scheme pilot evaluation with top 350 companies has revealed a good level of trust between HSE managers and their companies but the impact on improving Board attention has been mixed.

A qualitative study in December points to widely differing responses to health and safety: from women who cite mainly non work-related issues (supermarket trips and carer lifting), to white collar workers who don't see it as applicable and small employers in engineering and construction who are bitter and hostile. Large employers felt fewer burdens, but were not necessarily positive. Journalists saw h&s as a source of human-interest stories and HSE staff were critical of the organisation but also felt it was wrongly blamed for issues outside its control.

These perceptions are being tested in a larger scale survey to report in February. Levels of engagement with HSE staff will be tested in the current staff survey.