

Delivering the Mission

	End 02/03	End 03/04	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1) Delivering Planned Work	G	A	G			
2) Delivering Worker Health and Safety targets	N/A	G	A			
3) Delivering Major Hazards PSA	N/A	A	A			
4) Delivering Health & Safety in HSE	G	G	A			

Continuous Improvement

	End 02/03	End 03/04	Quarter 1	Quarter 2	Quarter 3	Quarter 4
9) Leadership	N/A	R	A			
10) Applying Science & Technology	N/A	G	G			
11) Applying Business Improvements	G	G	G			

Managing Resources

5) Living Within The Budget	A	G	G			
6) Allocating Resources to Priorities	G	G	A			
7) Recruit	N/A	G	G			
8) Retain & Motivate	G	G	G			

Reputation

12) Image & Profile	N/A	A	A			
13) Trust & Reputation	N/A	A	A			
14) Stakeholder Engagement	N/A	A	A			

X = NO INDICATORS YET DEVELOPED

Balanced Scorecard 2004/2005

Ownership of indicators: Justin McCracken. DDG Ops.

1 DELIVERING PLANNED WORK	HSE	HSE	FOD	FOD	HID	HID	RI	RI	NSD	NSD
End 1 st Quarter 2004/05	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn
OPM A1 *										
Total number of safety cases etc* processed					124	104	N/A	20	24	24
Total number of safety cases etc* processed to time and Quality standards					124	104	N/A	19	24	24
% Safety cases etc* processed to time					100%	(G) 100%	100%	(G) 95%	100%	(G) 100%
OPM A2 **										
Total number of category 1 (or A) issues identified										
Total number of satisfactorily issues closed out										
% Arrangements for quality and timelines					100%		100%		100%	
OPM C										
Total number of complaints reported			N/A	5,825	113	81	N/A	166		4
Total number of complaints followed up			N/A	4,932	102	79	N/A	102		4
% Complaints investigated			90%	(G) 85%	90%	(G) 98%	90%	(R) 61.45%	90%	(G) 100%
OPM D										
Total number of (incidents) reported			N/A	N/A	1,315	1,101	N/A	1,251		27
Total number of (incidents) that meet HSC criteria			N/A	1,007	129	66	N/A	124		27
Total number of incidents that meet criteria and were investigated				952	123	62	N/A	124		27

Annex to Board Paper B/04/044

Balanced Scorecard 2004/2005

% Incidents that met HSC criteria investigated***			95%	(G) 95%	95%	(G) 94%	95%	(G) 100%	95%	(G) 100%
OPM E***										
Number higher risk workplaces identified			N/A	N/A	N/A	N/A	N/A	N/A		
Number higher risk workplaces receiving an intervention			N/A	N/A	N/A	N/A	N/A	N/A		
% High hazard/risk workplaces receiving an intervention			N/A	N/A	N/A	N/A	N/A	N/A		

OPM A1* NSD planning numbers greatly reduced on last year's figures as 'consent and agreements' are no longer reported in favour of the more meaningful ARF (Assessment Request Forms).

OPM A2** this is a new OPM which will be introduced from COIN switch on when an issues tracking system will become available to all ODs.

OPM E*** this will revert to being a FOD-specific OPM and will change during the year to reflect their work with larger employers (as opposed to only high risk duty holders) - this cannot be reported against until COIN is operational.

Narrative on Delivering Planned Work:

FOD: FOD do not profile complaints received or followed-up (OPM C), incidents reported or investigated (OPM D) nor do we profile by quarter our work with higher risk workplaces (OPM E). Further, we have agreed that we will report on OPM E only at half- and full-year stages.

FOD are on target for OPM D, but slightly behind target on OPM C (complaints), although our 85% follow-up rate does put us in the green Light zone. We believe that our slightly below target performance is due to the effects of the continuing industrial action, work on implementing the New Model for FOD and a number of divisional briefings in this part of the year.

RI: OPM C - COMPLAINTS INVESTIGATED: We remain convinced that we are clearing up complaints as fast as we receive them and that actual performance is around 90%. The low outturn arises from a problem associated with data recording. – However it has not yet been possible to confirm this. Once the problems have been correctly identified RI will take robust action to rectify this ongoing issue.

Balanced Scorecard 2004/2005

2 Delivering Worker Health and Safety: national targets									
End 1 st Quarter 2004/05	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 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	New data to be published Nov 2004	34m			28m
Reduce incidence rate of fatal and major injury incidents 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 236.1 to 270.2)	New data to be published Nov 2004	250.0			236.9
Reduce the incidence rate of cases of work related ill health by 20% by 2010			Baseline			RHS Mid-point			
Incidence rate per 100,000 employees of cases of work related ill health			2,200	**	New data to be published Nov 2004	2000			1800
Progress	See "Narrative on Delivering Worker Health and Safety targets" 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

Annex to Board Paper B/04/044

Balanced Scorecard 2004/2005

of reporting next year when the results of the 2003/04 LFS are available. . (Note: 95% confidence interval: the range within which we are 95% confident that the true value lies.)

*** 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 targets:

Note: Change to targets. Up to this point, we have been reporting on the workplace health and safety PSA arising from SR2000 (end point: 31 March 2004). No workplace health and safety targets were set for SR2002 and those for SR2004 will take effect from April 2005. For this interim year 04/05, HSE will report against national 2010 health and safety targets as described. Previous reports have assessed progress via delivery of Priority Programme and compliance/externalities plans. With HSE's move in 2004/05 to full Strategic Programme working, delivery will be assessed via progress with four of HSE's five Strategic Programmes.

General: Although key milestones have been met in all Strategic programmes and a number of highlights reported (e.g. the new Manufacturing, Utilities, Services and Transport Programme has led to 3 major industries setting new targets for incident and ill health reductions) insufficient progress has been made to warrant an overall green. Furthermore, trajectories (based on performance indicators) have yet to be developed in all programmes and several key lowlights are reported: **Sector (Overall Amber):** the GSE Programme is subject to delays, while Other government departments consider the best way of achieving the step-change needed; lack of progress with some operational interventions e.g. due to continuing industrial action; **Health and Safety Hazards (Overall Amber):** poor national press interest in the Stress Management Standards consultation; Slips & Trips indicator scores significantly poorer compared with same 1/4 last year; **Better Health at Work Partnership (Overall Red):** certain work streams are experiencing difficulties; projects in two key work streams foresee an amber next quarter; **Local Authorities (Overall Amber).**

Actions: General: SP Directors are working to develop trajectories and some Strategic programmes are looking for better surrogate indicators for component programmes.

Actions: Specific:

Sector

- Review of extra operational resource to further the GSE programme;
- Development of trajectory information;
- Reviewing the proposals for using Science and Innovation resource in the SP.

Health and Safety Hazards Strategic Programme

- Rekindling interest in Stress consultation (with Press Office).
- Devising new training course on stress for FOD inspectors.
- Addressing ambiguities and gaps in the slips and trips indicator data.
- The Fatal Injury Statistics 2003/04 (published 29 July) will provide performance information in particular hazard areas. SP will look closely at what the overall fatal statistics tell us.

Better Health at Work Partnership

- An Action Plan has been developed to drive the SP forward.

Local Authorities

- Communications (internal and external) has been identified as the single most important challenge for the Programme. Communications Directorate is assisting.
- Recent agreement on the high-level "Statement of Intent" now allows for the development of a more systematic range of progress and success indicators;

Annex to Board Paper B/04/044

Balanced Scorecard 2004/2005

Persuading and influencing Local Authorities (in particular senior managers) of the benefits of the SP continues.

Annex to Board Paper B/04/044

Balanced Scorecard 2004/2005

Ownership of indicator: Justin McCracken. DDG Ops.

3 Delivering Major Hazards PSA	Base Year	End year	End year	2004/05				
				Quarter 1	Quarter 2	Quarter 3	Quarter 4	End year
End 1 st Quarter 2004/05	2001/02	2002/03	2003/04					
Rail indicators								
SAFETY RISK INDEX	100	101.7	(G) 86.9	(A) 84.54				
Nuclear indicators								
Reports made to HSE by licence holders which indicate a challenge to nuclear safety	143	156	(G) 101	(G) 32				
Offshore indicators								
Major and significant hydrocarbon releases	113	85	(R) 105	(A) 26				
Onshore indicators (COMAH)								
Relevant RIDDOR reportable dangerous occurrences, e.g. unintentional explosions, failure of pressure systems	177	155	(G) 139	(G) 33				

End Year 04/05 targets: Rail 72.9 = Amber/Green. Nuclear 137.6 = Green. Offshore 82.4 = Amber/Green. Onshore 170.9 = Green

Narrative on Delivering Major Hazards PSA:

The first quarter of 04/05 shows an improving picture. The Rail indicator index is moving consistently towards the target trajectory suggesting key aspects of the Rail Delivery Programme are taking effect and the Offshore indicator is now starting to converge and is within the UL (again there are a number of positive actions which are being taken jointly by HSE and the Offshore industry).

It is also important to recognise two specific issues: (i) the target does not capture the totality of HSE's work to regulate the major hazards sector which is largely concerned with maintaining existing high standards of control; and (ii) a cross-cutting programme of work for the MH sector will be developed over the next 12 months and this may well lead to further targeted effort aimed at delivering improved performance in precursor management.

Actions by RI and OSD are considered to be appropriate for continuing the improving trend.

Annex to Board Paper B/04/044

Balanced Scorecard 2004/2005

Ownership of indicator: Justin McCracken. DDG Ops.

4 Delivering Health and Safety in HSE	End Year	End Year	End Year	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
End 2nd Quarter 2004/05	2001/02	2002/03	2003/04	2004/05				
HSE's Board health and safety targets for HSE staff								
Number of DSE related IH1 forms received by Personnel.	N/A	N/A	50	<45	(A) 20			
Number of reported injuries due to slip or trip incidents.	N/A	N/A	34	<30	(A) 11			
Total number of RIDDOR* reportable incidents involving HSE Staff.	12	13	10	<10	(A) 3			
Notification of Accidents and ill Health including non HSE staff								
Fatal injuries	0	0	0		(G) 0			
Dangerous occurrences	2 [2 RIDDOR]	0	0		(G) 0			
Major injuries	2 [2 RIDDOR]	1 [1 RIDDOR]	3 [3 RIDDOR]		(G) 0			
Over 3 Day injuries	9 [8 RIDDOR]	13 [10 RIDDOR]	9 [8 RIDDOR]		(G) 2 [2 RIDDOR]			
Minor injuries	114	148	128		(G) 39 (4)			
Near misses including verbal abuse and possible accidental exposure to asbestos	72	85	90		(G) 16 (2)			
Ill Health cases	129	158	101		(A) 38 [1 RIDDOR]			
Total reported incidents	328	405	331		(G) 95 (6)			
Sickness Absence								
Number of instances of absence during quarter	6534 (Total)	7152 (Total)	(A) 6672 (Total)		(G) 1298			
Average days absence per staff year per quarter	8.06	8.36	(A) 7.97		(G) 8.07			

*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

Note: The figures for non-HSE staff are included and shown in brackets ()
The figure for RIDDOR reports is shown in square brackets [*]*

Continues...

Narrative on Delivering Health & Safety in HSE:

Three RIDDOR reports were received during the 1st Quarter – all relating to HSE staff.

- DSE related – experiencing pain in thumb/hand exacerbated by mouse use
- Manual handling – lifting half railway sleeper and sustained torn muscle in shoulder
- Manual handling – suffered severe back, neck and shoulder pain during and after carrying PC. Injured person works out of a number of locations which, involved carrying a laptop computer, work and overnight clothes.

Sickness Absence in HSE.

Figures do not contain ongoing absences. The total absence is counted in the period in which the absence ends, regardless of when it starts. Therefore the ending of a long-term absence may distort quarterly figures.

Quarter 1 figure contain two absences over 250 days ending in the quarter and an absence of 693 days. These three instances account for 1,144 of the total days lost in the quarter – contributing 1.15 days per staff year to the quarterly total.

Balanced Scorecard 2004/2005

Indicator owner: Vivienne Dews. Director of resources and planning directorate.

Completed by Patricia Williams and Dave Thomas (FMT).

5 Living within the Budget (2004/05)	2003/04	Budget	Outturn	Variance	Budget	Forecast	Variance	Estimate	Forecast	Variance
HSE (excluding HSL)		To Date	To Date	(+Or-)	For Year	Outturn	(+Or-)		Outturn	(+Or-)
	£K	£K	£K	£K	£K	£K	£K	£K	£K	£K
Admin cost: is spending in line with plan?										
Pay	132,767	33,839	32,687	1,152	140,039	137,912	2,127	146,801	137,912	8,889
GAE	69,476	16,919	18,689	-1,770	76,089	81,519	-5,430	69,121	81,519	-12,398
Admin Costs	202,243	50,758	51,376	-618	216,128	219,431	-3,303	215,922	219,431	-3,509
Admin Other	5,745	1,193	1,279	-86	6,426	6,438	-12	8,064	6,438	1,626
Total Admin Costs	207,988	51,951	52,655	-704	222,554	225,869	-3,315	223,986	225,869	-1,883
Programme: is spending in line with plan?										
Programme	50,005	13,023	11,794	1,229	61,507	60,769	738	60,389	60,769	-380
Net Resource Budget: is expenditure and income within net resource limit?										
Admin Income	-51,923	-12,007	-11,799	-208	-52,734	-51,778	-956	-51,024	-51,778	754
Programme Income	-5,721	-1,291	-1,050	-241	-5,094	-5,104	10	-3,319	-5,104	1,785
Total Income	-57,644	-13,298	-12,849	-449	-57,828	-56,882	-946	-54,343	-56,882	2,539
Net Resource	200,349	51,676	51,600	76	226,233	229,756	-3,523	230,032	229,756	276
Capital: is spending in line with plan?										
Capital Spend (excl capital sales)	3,750	932	822	110	5,576	5,576	0	6,502	5,576	926

Continues...

Balanced Scorecard 2004/2005

5 Living within the Budget (2004/05)	2003/04	Budget	Outturn	Variance	Budget	Forecast	Variance	Estimate	Forecast	Variance
HSE including HSL		To Date	To Date	(+Or-)	For Year	Outturn	(+Or-)		Outturn	(+Or-)
		£K	£K	£K	£K	£K	£K	£K	£K	£K
Admin cost: is spending in line with plan?										
Pay	143,559	36,892	35,540	1,352	153,500	151,098	2,402	160,262	151,098	9,164
GAE	74,954	18,209	19,913	-1,704	85,321	91,022	-5,701	78,853	91,022	-12,169
Admin Costs	218,513	55,101	55,453	-352	238,821	242,120	-3,299	239,115	242,120	-3,005
Admin Other	8,980	1,837	1,848	-11	10,539	10,555	-16	11,677	10,555	1,122
Total Admin Costs	227,493	56,938	57,301	-363	249,360	252,675	-3,315	250,792	252,675	-1,883
Programme: is spend in line with plan?										
Programme	54,181	14,361	12,461	1,900	66,858	66,120	738	65,740	66,120	-380
Net Resource Budget: is expenditure and income within net resource limit?										
Admin Income	-77,796	-18,548	-18,274	-274	-84,891	-83,934	-957	-83,181	-83,934	753
Programme Income	-5,722	-1,291	-1,052	-239	-5,094	-5,106	12	-3,319	-5,106	1,787
Total Income	-83,518	-19,839	-19,326	-513	-89,985	-89,040	-945	-86,500	-89,040	2,540
Net Resource	198,156	51,460	50,436	1,024	226,233	229,755	-3,522	230,032	229,755	277
Capital: is spending in line with plan?										
Capital Spend (excl capital sales)	5,645	1,074	1,042	32	69,606	69,606	0	71,100	69,606	1,494

Narrative: Outturn to date and Forecast outturn against Budget:

- HSE (excl HSL) Outturn to date compared to Budget is showing a Net Resource under spend of only £0.076m which includes a £0.618m overspend on Payroll and GAE, £0.086m overspend on Admin Other, £1.229m under spend on Programme and an under recovery of income of £0.449m.

The Forecast Outturn against Budget is showing a Net Resource overspend of £3.523m which is made up of a forecast Admin overspend of £3.315m, a forecast Programme under spend of £0.738m and an under recovery of income of £0.946m.

The key points are:

- The Admin outturn to date and forecast include the decision to fund COIN (£2m in June which is part of an additional £5m for 04/05) from in-year efficiencies or End Year Flexibility (EYF), as necessary;

Balanced Scorecard 2004/2005

- The forecast income shortfall is mainly related to NSD reduced programme expenditure and associated impact on income.

Continues...

2. HSL's outturn against budget is showing a surplus after the first quarter but is forecast to meet their financial target of break-even. There is still a degree of uncertainty regarding relocation costs to Buxton and these will be refined for the next quarter.

The Traffic Light for outturn to date and forecast outturn against budget must be Green (although the under recovery of income will need to be carefully monitored).

Narrative: Forecast Outturn against Estimate (Estimates are Parliamentary controls on income and expenditure)

3. The Admin Estimate assumes £4m for Cullen (£2m each from DfT and DWP) and the agreed additional £5.798m from the capital swap with Jobcentre plus. The Programme Estimate assumes the £1m for the Workers Safety Advisors Challenge Fund. These adjustments will be formally implemented in the Winter Supplementary.

The HSE (excl HSL) position is showing a forecast Admin overspend of £1.883m of which the payroll and GAE is forecast to overspend by £3.5m offset by Admin Other (depreciation cost of capital etc) under spend of £1.6m. The forecast recovery of extra income against Estimate of £0.754m would further reduce the Admin overspend.

The forecast Programme expenditure overspend is covered by the current recovery of extra Programme income.

4. The HSE and HSL forecast position compared to Estimate is within the tolerances agreed by the Main Budget Holders and manageable with EYF.

The Traffic Light for forecast outturn against Estimate must be Green.

Balanced Scorecard 2004/2005

Ownership of indicators: **Justin McCracken**.

6 Allocating Resources to our operational priorities	End year		End year		2004/05							
	2002/03		2003/04		Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn
OPM B % resource (inspector time) committed to Strategic Programmes as a proportion of that planned overall*												
FOD	60%	63%	60%	72%	60%	(G) 67%	60%		60%		60%	
HID			100%	107%	100%	(A) 89%						
RI			60%	66%	60%	(A) 53%						
NSD			30%	32.51%	30%	(G) 30.06%	30%		30%		30%	
OPM B (2) Proportion of total resources spent on frontline activity in accordance with OD plans**												
FOD					N/A	N/A				N/A		
HID					N/A	N/A				N/A		
RI					N/A	N/A				N/A		
NSD					N/A	N/A				N/A		
FOD only - balance of resource committed to Proactive/reactive*	60-40	51-49	54-46	59-41	54-46	(G) 56-44	54-46		54-46		54-46	

Annex to Board Paper B/04/044

Balanced Scorecard 2004/2005

*Target: 100% of planned figure

**New OPM designed to capture productivity as agreed at OMF for the next 3 years on an OD basis.

OPSD are working up arrangements for tracking but this may not be operational until the second half of the year - there will be no report for Q1 and possibly Q3.

Narrative on Allocating Resources to our Operational Priorities:

FOD (OPM B): (i) FOD's target is for operational B3 inspectors to spend 60% of their contact time on the Health and Safety Hazards and Sector Strategic programmes. We have, in fact, spent 67% of that time on those Strategic programmes (i.e. $(67/60) \times 100 = 112\%$ of target). (ii) OPM B2 will not be completed until half-year. (iii) We no longer plan for (and therefore do not profile) numbers of regulatory or inspection contacts.

Continues...

RI (OPM B): INTERVENTION PLAN ACTIVITY: The shortfall is the manifestation of many staff working less hours as part of the action related to the pay dispute, coupled with the effect of more resource going into RDP than planned.

HID (OPM B): At 89% progress against target at 1st Qtr HID is showing an amber traffic light for this measure.

Reasons for variance include:

1. There are 9 Inspectors attending Herriot Watt University at present who will return to contributing to OPMB at the mid year point and 2 new members of staff who are still undergoing induction and will start contributing in the near future.
- It is envisaged that the future contribution of these staff towards the OPMB measures will ensure that HID will recover from the slight shortfall against target within 3-6 months, were appropriate activity is being re-profiled take this into account.
2. Industrial action has led to reduced site time, as staff have travelled in conditioned works time rather than working long days and travelling in their own time as often used to be the case. There may also be a shortage of completed timesheets, which has consequently reduced OPMB time.
- This situation is being monitored; further checking is being undertaken to establish if any under-recording has taken place, any omissions found will be retrospectively recorded and duty holders will be invoiced as appropriate.

Balanced Scorecard 2004/2005

Ownership of indicator: Vivienne Dews. Director of resources and planning directorate.

7 Recruit	Baseline		2004/05			
End 1 st Quarter 2004/05	2002/03	2003/04	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	0	0			
Band 2	5	0	0			
Band 3	1	0	0			
Band 4	0	0	0			
Band 5	1	0	0			
Band 6	0	3	1			
Total Number occupying unfunded posts in Rose Court	8	(G) 3	(G) 1			
Number of people occupying unfunded posts in Bootle						
Band 1	1	1	0			
Band 2	2	2	1			
Band 3	2	0	0			
Band 4	2	0	0			

Annex to Board Paper B/04/044

Balanced Scorecard 2004/2005

Band 5	1	0	0			
Band 6	2	0	0			
Total Number occupying unfunded posts in Bootle	10	3	1			
Total number occupying unfunded posts across HSE	18	(G) 7	(G) 2			
Length of time on list to placement in permanent post	N/A	13 weeks	25 weeks			
Success in filling agreed number of advertised posts within agreed timeframe		(G) 100%	(G) 100%			
Number of agreed posts advertised	N/A	(G) 69 (Total)	(G) 12			
Number of agreed posts advertised filled	N/A	(G) 67 (Total)	(G) 18			

Ownership of indicator: Vivienne Dews. Director of resources and planning directorate.

8 Retain and Motivate	Turnover Rate 2001/02	Turnover Rate 2002/03	Turnover Rate 2003/04	Turnover Rate Mid Year 2004/05	Turnover Rate End Year 2004/05
End 1 st Quarter 2004/05					
Turnover rate by the principal 9 disciplines in HSE					
Admin	9.00%	10.30%	(G) 8.48%		
FAQ	4.60%	3.90%	(G) 3.72%		
Nuclear	3.10%	6.00%	(G) 2.34%		
Offshore	5.40%	3.00%	(G) 1.35%		
Other	11.00%	12.20%	(G) 13.86%		
Professional and Technical	5.60%	102.20%	(G) 20.00%		
Railway	11.30%	10.40%	(G) 8.47%		
Scientific	7.20%	8.40%	(G) 5.90%		
Specialist	4.30%	1.50%	(A) 5.24%		
Turnover rate for all staff	7.20%	8.20%	(G) 6.67%		

Training indicators to be developed	End Year 2002/03	End Year 2003/04	2004/05			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4

Annex to Board Paper B/04/044

Balanced Scorecard 2004/2005

			X			
--	--	--	---	--	--	--

Diversity in HSE	End Year 2002/03	End Year 2003/04	Target for 2005	2004/05			
				Quarter 1	Quarter 2	Quarter3	Quarter 4
Progress towards SCS Disability Targets 2005	1.80%	1.85%	3.70%	1.90%			
Progress towards SCS Gender Targets 2005	25%	22.20%	29%	24.50%			
Progress towards SCS Race Targets 2005	0%	0%	1.80%	0.00%			

Narrative on Retain and Motivate:

Ownership of indicator: Timothy Walker. DG.

9 Leadership

End 1st Quarter 2004/05

Indicators are to be developed

Narrative on Leadership:

Staff attitude survey results remain the key indicator for perception of Leadership.

The next biannual survey designed to measure the nature and extent of any change in employee perception of Leadership will take place in October 2004.

The HSC Chair and HSE Director General undertook a series of 30 road shows around the organisation to present the new strategy to HSE staff. Around 1/3 of HSE staff attended the events. Of these staff approximately 75% of them thought they were useful and that they were able to ask the questions they wanted. 63% of staff felt better informed and about the reasons for change with their work, 43% understood how it affected their work and 34% felt more engaged and motivated.

Following HSE Board discussion at the July away day the Director General is deciding which changes to make to governance to improve Leadership and delivery.

The HSE Board away day (21st/22nd July 2204) focussed on leadership issues in the light of the staff survey and the outcome of the road shows. The key question was how to ensure that HSE had appropriate governance systems in place in order to meet the challenge of delivering the strategy. The Board agreed that HSE would be measured

Annex to Board Paper B/04/044

Balanced Scorecard 2004/2005

against delivery of our SR2004 PSA target. An announcement of the final SR 2004 outcome for HSE is expected in early autumn. Further decisions flowing from the settlement and taking account of discussion at the Board away day would follow.

Meanwhile the HSC/HSE leadership team is raising its profile over the coming period by: -

- (1) A series of Board Member visits to all HSE divisions starting in late September.
- (2) HSE Chair, DG and DDGs to hold monthly meetings for staff in Rose Court and Bootle.
- (3) A programme of visits to local offices to be arranged where the Chair, DG and DDGs would focus on brief presentations of the stage reached in the strategy. Local SCS members are to follow up on how the strategy is being implemented. There will be opportunities for open discussion to follow.
- (4) Better use of internal communications (e-express, cascade briefings) will be made to put across messages from the top of the office.

Ownership of indicator: Dr Paul Davies. Chief scientist and engineer.

10 Applying Science and Technology	End Year	End Year	2004/05			
	2002/03	2003/04	Quarter 1	Quarter 2	Quarter 3	Quarter 4
End 1 st Quarter 2004/05						
Implementation of Guidance from the Chief Scientific Advisor (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)			
(ii) Numbers of staff, especially policy staff, attending training on Guidelines 2000		(A)	(G)			
(iii) CSA satisfied with HSE implementation of his Guidance		(G)	(G)			

Annex to Board Paper B/04/044

Balanced Scorecard 2004/2005

% of spend on work assessed as high priority by the S&I Blocks.		(G)	(G)			
% Of projects where S&I Blocks can demonstrate a link between their commissioned research/scientific support and policy/operational outputs (egg in guidance, legislation, or other activity).		(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		(G)	(G)			

Narrative on Applying Science and Technology:

Implementation of Guidance from the Chief Scientific Advisor (CSA). Including Guidelines 2000 and the Code of Practice for Scientific Advisory Committees.

The revised quality statement for implementation of Guidelines 2000 has been published and placed on the Internet. All policy groups have had significant input into the development of the new simplified and clarified guidance. The revised guidance is now in routine use by policy group. 'The provisions of Guidelines 2000 have been taken on board in the development of a "route map" and broad competency descriptors for policy makers. This work is nearing completion. '

Continues...

Outcomes from the 2002/03 audits of policy processes have been incorporated into the revised guidance. The 2003/04 audits have been undertaken and the reports are nearing completion. Recommendations will be used to update the Guidance. This work has suffered some delay due to lack of staff resource and prioritisation of work in implementing the new programme structure into the S&I system. A systems audit of S&I administrative and management procedures has been started. The OST led external review of HSE S&T has been delayed to August 2004, due to staff changes within the OST team. HSE has continued with detailed preparations for the review.

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

Optimum figure for 'high priority' work set as 70% by Science Strategy Committee. Red = <50%, Amber = 50 -64%, Green = 65 +%. Q1 figures - research 67% (green), support 69% (green). This quarter has seen continued improvement in the proportion of high priority work commissioned both through the research and support routes. It is anticipated that the move to programme based working will ensure these 'optimum' percentages are maintained.

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

The newly introduced Project Record Form, which formally records the outputs and outcomes from commissioned research and planned support, has been operating from April. Feedback on the new form has been positive and work is now underway to link the form electronically with the recently launched research projects handbook through the intranet (so that staff have immediate direct access to information on the outputs and outcomes from HSE's commissioned S&T). Data from completed PPE's, which are being maintained while the new system matures, show that:

Annex to Board Paper B/04/044

Balanced Scorecard 2004/2005

Since the beginning of 2004, over 75% of evaluated projects have met their original objectives by more than 80%. 80% of these projects were considered to be of immediate use to operational or policy work, of this 20% directly link to policy, 30% to standards, 43% to guidance and 15% to regulation. More than 45% have longer-term value indicating a healthy horizon- scanning position.

% 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.

Since the previous quarter Q4 2003/4 a further 12 impact evaluation studies have been commissioned, including; Impact evaluation of the work at height regulations, evaluation of the constructing better health pilot, evaluation of R2P2 and evaluation of the topic based inspection approach.

The first impact evaluation project on HSE standards work is complete. As indicated in the last report, the evidence from the case studies examined showed that HSE involvement in the standard setting process was valuable. The second project, examining the economic impact of the standards is nearing completion and will report in the next quarter.

Evaluation of the revised ACOP and Guidance on control of Legionella showed that the majority of respondents to the evaluation study were satisfied with the guidance. They found it easy to understand and that guidance represented current best practice. An impact evaluation of the Railways (safety case) Regulations provided evidence that the RSCR have had a positive and tangible influence on safety related practices in the railway industry.

Ownership of indicator: Vivienne Dews. Director of resources and planning directorate.

11 Business Improvement	End Year	End Year	2004/05			
End 1 st Quarter 2004/05	2002/03	2003/04	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.) % Of D/Ds with a significant and balanced business improvement programme		(G) 100%	(G) 75%			
2.) % Of strategic projects hitting key milestones whilst in development			Not available			
3.) % Of BI proposals sent to BIEB which meet the stated criteria for approval of discretionary investment		N/A	Not available			
4.) % Of strategic delivered projects hitting benefit milestones			Not available			

Annex to Board Paper B/04/044

Balanced Scorecard 2004/2005

5.) Overall "benefits" collated expressed as a %age of administrative costs equal 5% year-on-year	6.4%	(G) 6.1%	Not available			
6.) Cash releasing BI savings expressed as a % of total benefit savings achieved			Not available			

Narrative on Applying Business Improvement:

Sub indicator 1 is within the tolerances of a green status, however it is worth note that there are 2 BI plans outstanding. One is completed and is awaiting approval, whilst the other is being actively developed.

Non-reporting of sub indicators 5 and 6 above arises from a technical problem with the BIP Database, which prevented data from being entered, thus affecting both. This issue has now been resolved and so the necessary data can be input. BEU expect to be able to report these sub indicators at the end of Q2. BEU hope that reporting of these indicators will spur the organisation on to greater efficiencies, however, a caveat is applied that historically any achievement realised is 'back loaded' into the final quarter of the operating year.

Ownership of indicator: Colin Douglas. Communications director.

12 Image and Profile

End 1st Quarter 2004/05

Indicators to be developed

Narrative on Image and Profile:

Quite a lot of coverage this quarter and as usual mixed in terms of our image and profile.

In this run up period to the rail review announcement the rail review took up a lot of column inches mainly on non-safety issues. We achieved a good piece in the Independent and letter in the Financial Times set out the dangers of taking rail safety away from the HSE. The Transport Select Committee report into the future of rail was well covered - majoring on other parts of the rail industry; its criticisms of HSE were included in most reports.

We achieved mostly positive coverage on the changes to asbestos regulations, although the Sunday Telegraph attacked us. We also got coverage of our workers safety advisor fund, and the MORI poll into attitudes towards the HSE.

Annex to Board Paper B/04/044

Balanced Scorecard 2004/2005

Others subjects included further attacks on us over the Work at Heights Regulations from the Adventure Activities Association, the toppling over of gravestones by local councils on health and safety grounds and the closure of a sea water swimming pool in Cornwall on safety grounds. Most carried comment from us and we had letters published in the Sun and Sunday Telegraph in response to others.

The explosion in a Glasgow plastics factory resulted in a great deal of coverage that included some criticism of our prior role in some parts of the Scottish media.

We achieved a very positive piece in the Sun and Mirror on a couple of our inspectors' rescue of a cat, which had been trapped under floorboards during building work.

Overall the media's appetite for stories about bans on everyday activities on health and safety grounds don't seem to be abating. Although much of this coverage uses a very wide interpretation of health and safety and does not necessarily attack HSE/C.

Fall out from rail review; continuing mixing up of health and safety and litigation.

Lagging risks:

Lack of new initiatives/announcements to get positive coverage and set the agenda more.

Continues.....

Indicators

Media analysis - no new data available until research funds released. Data for previous quarter's data (Citigate survey 16/3 – 26/3) showed 90% of media coverage was factual, 8% positive and 2% adverse. HSE media coverage reached a potential audience of 65,136,000 ('opportunities to see').

Data on MPs (January 2004 survey) indicates nearly one third of MPs had had no contact with HSE.

Web hits – Web visitors (147200 of them) made over 4,447,000 visits to the website between April and June (down on previous quarter's traffic but the drop is within a normal range of variation).

Info line calls – There were 601080 calls to Info line in this period and 8780 written inquiries.

Ownership of indicator: Colin Douglas. Communications director.

<p>13 Trust and Reputation End 1st Quarter 2004/05 Indicators to be developed</p>
--

Narrative on Trust and Reputation:

Our standing with key stakeholders in and beyond the rail sector may have been damaged to a degree by discussions over the rail review process. In this period ahead of their report, evidence to the Work and Pensions Select Committee indicated general support for HSC/E and the current legislative framework from our major stakeholders - most took the opportunity to be supportive, while pursuing specific issues of concern. However it did show areas of confusion on important specifics.

Leading risks

Poor public image and profile is a leading risk for trust and reputation (itself a lagging risk)

Indicators

Opinion poll data – no new data. Next survey due January if research funds released. Data for previous quarter showed overwhelming support among employers, employees and the public for HSC’s vision, and higher levels of favourability for HSE than for EA or FSA. Health and safety requirements were overall positively seen - 73% thought they benefited the company - but nearly half thought them over bureaucratic.

Latest information on MPs perceptions (January 2004 survey) continues to show an approval rating for HSE in the lower half of the league of regulatory NDPBs (e.g. HSE – 29%, Audit Commission 55%, EA 45%)

Infoline received 620 unsolicited letters of thanks (7% of all written traffic)

Ownership of indicator: Colin Douglas. Communications director.

14 Engaging Stakeholders
End 1st Quarter 2004/05
Indicators to be developed

Narrative on Engaging Stakeholders:

Internal consultation suggests there are many individual examples around HSE of good practice in building and maintaining relationships with our major stakeholders. However, there has been little overarching prioritisation, coordination and tracking of these relationships. This results in duplication of efforts with some stakeholders and a failure to engage with others. This limits our control over the risks.

Balanced Scorecard 2004/2005

In this quarter corporate external stakeholder engagement work concentrated on planning and is not expected to show up in results on the ground. Progress has been delayed by problems in agreeing budgets for stakeholder research. Key intelligence will now not be available before December 04. Work to explore Local Authority perceptions and attitudes to underpin the LA Strategic Programme for example has been delayed.

Work with MPs is progressing, with assistance from public affairs consultants. Coordination through COIN will bring results across the board. The minister met with interested MPs to discuss health and safety issues three times during April - June.

- HSC are planning fringe events at the three main party conferences as the focus of an ongoing engagement programme.
- Whilst not fully coordinated, some good stakeholder engagement work continues during planning, this offers us the best opportunity to control risks (see below) as a coordinated approach is developed and rolled-out.
- Initiatives to improve communications with staff in the period included surveys to identify preferred channels of communication, an Express readership survey, and the results of a brand applications review. A new team briefing system redesigned Express and accompanying e-Express and new HSE branding was in preparation for rollout next quarter.

Leading risks:

Losing momentum and uncoordinated individual initiatives on external stakeholders engagement – mitigated by pressing ahead with coordinated programme. Underpinning research essential to progress.

New internal initiatives not well received by staff

‘Events’ remain a key leading risk

Indicators

*The outcome of external stakeholder engagement activity will show up in indicators used to measure Image/Profile and Trust/Reputation
Results of internal stakeholder engagement will be measured via Pulse Panels to be set up next quarter.*