

Annex 2. Proposed changes to indicators.

1. BEU proposes adding two new indicators to the existing suite of four. Existing indicators have been greyed out.

SUB INDICATOR	RELEVANCE	TARGETS & TRANSPARENCY	BASELINES & MEASUREMENT
% of DDs with a significant and balanced business improvement programme	Demonstrates DDs' bottom up activities and achievements which contribute to the delivery of HSE's strategy for BI	G 75% or more Y 60% to 74% R < 60% Indicator shows DDs' practical commitment to BI. Failure to do so would jeopardise HSE's ability to deliver efficiently and effectively in future years	Baseline formed in 2003/04 but organisational changes will reduce the number of plans to be produced from 2004/05 onwards. Information will be collected via BI database maintained by BEU and can be reported upon quarterly
% of BIEB-approved strategic projects hitting key milestones as planned during development	Under goal directed project management delivery to milestones is a key leading indicator. The success of top down discretionary investment projects is essential to sustain overall levels of BI achievement	G 75% or more Y 60% to 74% R < 60% Indicator provides a picture of project management capability and likelihood of successful delivery over a range of projects. This will enable BIEB to judge which projects are worth pursuing and which are not	No baseline yet as no framework for capture of top down BI activity formerly existed. Information will be collected in BEU as part of support to BIEB and can be reported upon quarterly commencing in Q2 of 04/05
% of business improvement proposals sent to BIEB which meet the stated criteria for approval of discretionary investment	Limited HSE funds for discretionary BI projects Indicate the need for a formal approvals process to enable soundly based allocation of resources and increase likelihood of a return on investment	G 60% or more Y 50% to 59% R < 50% Demonstrates the importance of strategic focus and the understanding of how that translates into a discretionary programme or project	No baseline yet as BIEB and the approvals process did not formerly exist. Information will be collected in BEU as part of support to BIEB and can be reported upon quarterly commencing in Q2 of 04/05
% of BIEB-approved, delivered projects hitting benefits realisation milestones as planned	Spending limits mean that HSE must ensure a return on discretionary investment by maximising the delivery of tangible business benefits from change	G 75% or more Y 60% to 74% R < 60% Indicator shows over a range of projects whether forecast benefits were realistic and achievable and justified the investment made to deliver them (stakeholder accountability)	No baseline yet as no framework formerly existed to capture top down BI activity and benefits delivery. Information will be collected in BEU as part of support to BIEB and can be reported upon quarterly commencing in Q2 of 04/05
Overall collated benefits – top down and bottom up – achieved and expressed as a % of HSE's administrative costs	HSE has substantial efficiency commitments to meet in SR 2004 which require a high degree of success in business change activities	G 5% or more Y 4% to 4.9% R < 4% An internal savings target of 5% exists and this indicator illustrates the totality of BI achievements in HSE	New baseline will be based on 2003/04 outturn (previous target was only 3%). Information will be collated via BI database in BEU and can be reported quarterly to show forecast and progress toward the target
Cash releasing BI savings expressed as a % of total benefit savings achieved	With limited funds available HSE needs flexibility to allocate resources according to changing priorities. This requires a shift in the	G 50% or more Y 35% to 49% R < 35% Failure to increase the proportion of cash	Current baseline is 30% of total savings are cash ones. Information will be collated via BI database in BEU and can be reported

	balance between cash releasing and productivity improving benefits achieved	releasing savings will add to pressure on HSE's resources and may adversely affect successful delivery of agreed targets and/or strategic objectives	quarterly to show forecast and progress toward the target. Significant resource savings may be taken for reallocation in year by agreement between BIEB/PEFD/DDs

2. RI propose changing their aspirational target for OPM C (following up complaints) to bring it in line with other operational Directorates.

%age complaints followed up/investigated in accordance with the complaints procedure.	To demonstrate RI has fulfilled obligation on investigation of complaints	Target 90% G = 90 -100% Y = 80%-89% R = <80%	Information to be taken from FOCUS on a quarterly basis.
---	---	--	--