

# Balanced Scorecard 2004/2005

Annex 2 to HSE Board Paper B/05/17

## Delivering the Mission

	End 02/03	End 03/04	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<a href="#">1) Delivering Planned Work</a>	G	A	G	G	G	
<a href="#">2) Delivering Worker Health and Safety targets</a>	N/A	G	A	A	A	
<a href="#">3) Delivering Major Hazards PSA</a>	N/A	A	A	G	G	
<a href="#">4) Delivering Health &amp; Safety in HSE</a>	G	G	A	R	R	

## Continuous Improvement

	End 02/03	End 03/04	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<a href="#">9) Leadership</a>	N/A	R	A	A	A	
<a href="#">10) Applying Science &amp; Technology</a>	N/A	G	G	G	G	
<a href="#">11) Applying Business Improvements</a>	G	G	G	G	G	

## Managing Resources

<a href="#">5) Financial Management and Monitoring</a>	A	G	G	G	G	
<a href="#">6) Allocating Resources to Priorities</a>	G	G	A	G	G	
<a href="#">7) Recruitment</a>	N/A	G	G	G	G	
<a href="#">8) Retention of personnel.</a>	G	G	G	A	A	

## Reputation

<a href="#">12) Profile</a>	N/A	A	A	A	G	
*Trust & Reputation	N/A	A	A	A	N/A	
<a href="#">13) Internal Communications</a>	N/A	N/A	N/A	N/A	A	
<a href="#">14) Stakeholder Engagement</a>	N/A	A	A	A	A	

\*Subsumed into Profile Indicator

X = No Indicators yet developed.

## Balanced Scorecard 2004/2005

Ownership of indicators: Justin McCracken. DDG Ops.

<b>1 DELIVERING PLANNED WORK</b>	HSE	HSE	FOD	FOD	HID	HID	RI	RI	NSD	NSD
End 3rd Quarter 2004/05	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn
<b>OPM A1 *</b>										
Total number of safety cases etc* processed					233	207	N/A	68	74	55
Total number of safety cases etc* processed to time and Quality standards					233	207	N/A	66	74	55
% Safety cases etc* processed to time					100%	(G) 100%	100%	(G) 97%	100%	(G) 100%
<b>OPM A2 **</b>										
Total number of category 1 (or A) issues identified									N/A	N/A
Total number of satisfactorily issues closed out									N/A	N/A
% Arrangements for quality and timelines					100%	N/A	100%	N/A	100%	N/A
<b>OPM C</b>										
Total number of complaints reported			N/A	16,826	338	277	N/A	504	N/A	7
Total number of complaints followed up			N/A	15,525	304	267	N/A	490	N/A	7
% Complaints investigated			90%	(G) 92.30%	90%	(G) 96.4%	90%	(G) 97.22%	90%	(G) 100%
<b>OPM D</b>										
Total number of incidents reported				N/A	3,945	3,307	N/A	376	N/A	65
Total number of incidents that meet HSC criteria				3,048	226	152	N/A	376	N/A	65
Total number of incidents that meet criteria and were investigated				2,986	215	145	N/A	375	N/A	65

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% Incidents that met HSC criteria investigated***			95%	(G) 98%	95%	(G) 95.4%	95%	(G) 99.70%	95%	(G) 100%
<b>OPM E***</b>										
Number higher risk workplaces identified			N/A	600	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	N/A	N/A
% High hazard/risk workplaces receiving an intervention			100%	N/A	N/A	N/A	N/A	N/A	100%	N/A

NSD target will be considered to have been met 100% if 95% is achieved

OPM A1\* NSD will report consents and agreements.

OPM A2\*\* this is a new OPM which will be introduced from COIN switch on when any 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 higher risk duty holders) - this cannot be reported against until COIN is operational.

#### Narratives on Delivering Planned Work:

##### RI Narrative:

**OPM A1:** 1 safety case delayed in December due to the incorporation of issues from a previous material revision, 1 safety case assessment delayed in June due to bereavement

**OPM C:** 1 category investigation into a level crossing incident near Maidenhead on 27 September cancelled

FOD narrative: None

NSD narrative: None

HID Narrative: None

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2 Delivering Worker Health and Safety: National targets	ESTIMATES					ILLUSTRATIVE TARGETS			ILLUSTRATIVE TARGETS
	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2007/08	2009/10
<b>End 3rd Quarter 2004/05</b>									
<b>Reduce Number of working days lost/100,000 workers from work related injury and ill health by 30% by 2010</b>		<b>Baseline 180,000*</b>		No new data	170,000	<b>RHS Mid-point</b>			<b>RHS End-point</b>
No of working days lost/100,000 workers from work related injury and ill health						153,000			126,000
<b>Reduce incidence rate of fatal and major injury incidents by 10% by 2010</b>	<b>Baseline</b>					<b>RHS Mid-point</b>			<b>RHS End-point</b>
Incidence rate of fatal and major injury incidents	<b>263.2</b>	<b>262.0</b>	<b>268.9</b>	<b>**</b>	<b>**</b>	250.0			236.9
<b>Reduce the incidence rate of cases of work related ill health by 20% by 2010</b>	<b>Baseline year</b>					<b>RHS Mid-point</b>			<b>RHS End-point</b>
Incidence rate per 100,000 employees of cases of work related ill health	<b>***</b>		<b>2,200</b>		2,000***	2,000			1,800
<b>Progress</b>	<b>See "Narrative on Delivering Worker Health and Safety targets" below</b>								

\*The days lost information is gained from two different (but related) sources : the Labour Force Survey (LFS) for workplace injuries and the Self-reported Work-related Illness (SWI) survey for work-related ill health. The base year combines the 2000/01 LFS and the 2001/02 SWI survey. Full details are in the Technical Note (page 38) of the Health and Safety Statistics Highlights 2003/04 at: <http://www.hse.gov.uk/statistics/overall/hssh0304.pdf> . There was no statistically significant change between the baseline and the estimate for 2003/04.

\*\*The injuries indicators for 2002/03 and 2003/04 are currently under consideration because of ongoing research into issues around under-reporting of major injuries (which affects the calculation of the indicator). Background information can be found in the Technical Note(pages 37-38) of the Health and Safety Statistics Highlights 2003/04 **Our latest judgement is that there is no clear evidence of progress since the base year .**

\*\*\* The ill health estimates given here come from self-reported work-related illness (SWI) surveys. There was no SWI survey in 1999/2000, the baseline year, but other sources suggest that ill health incidence (stress in particular) was rising up to 2001/02. Since then there has been a fall, especially for musculoskeletal disorders. **Our overall assessment is that there is no clear evidence of change since the base year.** (The 'illustrative targets' for 2004/05 and 2009/10 are based only on SWI data, using a

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'baseline' of 2001/02, and appear to suggest that the target has already been met: however the definitive judgement for 2004/05, to be made in November this year, will use data from a number of sources, most of which also provide figures for the true base year of 1999/2000).

### **Narrative on Delivering Worker Health and Safety national targets:**

Q3 has been a busy period including the restructuring of Strategic Programmes (SPs) (now 2 key '**delivery**' SPs (FIT and Major Hazards), aligned with and in anticipation of the 2 parts of the new PSA target (arising from SR2004\*). In addition, there are now 4 Strategic '**enabling**' Programmes – the Local Authorities (LA) SP continues as before but new Programmes (Worker Involvement, Business Involvement and Enforcement) are being developed (although Worker Involvement and Business Involvement are more advanced and we are able to report progress and assign an "Amber"). Largely positive progress is reported overall. An Amber rating for the FIT SP is based on individual ratings for milestones achieved in Programme Blocks (see Table 1). Work is ongoing to develop and populate intervention logic models that will identify intermediate outcomes to serve as performance indicators for programme measurement. These will not be established before April 2005. Until performance indicators have been established and survey data gathered, an assessment of progress towards delivery cannot be provided, although indications are that planned activity is on track and this is expected to impact on targets. The LA Programme is on track: positive feedback is emerging from stakeholders.

Table 1

<b>FIT SP – Programme Block/Component Programme</b>	<b>Q3 2004/05</b>
<b>Injury Reduction</b>	<b>A</b>
<b>Construction</b>	<b>A</b>
<b>Sector Stakeholder Engagement – (Agriculture)</b>	<b>A</b>
<b>Sector Stakeholder engagement (MUST*)</b>	<b>A</b>
<b>Ill Health reduction</b>	<b>G</b>
<b>Disease Reduction</b>	<b>G</b>
<b>Days Lost (public sector)</b>	<b>G</b>

Ownership of indicator: Justin McCracken. DDG Ops.

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3 Delivering Major Hazards PSA	Base Year	End year	End year	2004/05				
				Quarter 1	Quarter 2	Quarter 3	Quarter 4	End year
End 3rd Quarter 2004/05	2001/02	2002/03	2003/04					
<b>Rail indicators</b>								
SAFETY RISK INDEX	100	101.7	(G) 90.1	(A) 84.54	(R) 91	(R) 93.9		
<b>Nuclear indicators</b>								
Reports made to HSE by licence holders which indicate a challenge to nuclear safety	143	156	(G) 101	(G) 32	(G) 31	(G) 28		
<b>Offshore indicators</b>								
Major and significant hydrocarbon releases	113	85	(R) 113	* (A) 16	* (G) 20	(G) 24		
<b>Onshore indicators (COMAH)</b>								
Relevant RIDDOR reportable dangerous occurrences, e.g. unintentional explosions, failure of pressure systems	177	155	(G) 154	* (G) 37	* (G) 38	(G) 22		

**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 Rail Safety and Standards Board (RSSB) model has been adjusted and new values now apply to historical data and the latest data – and, as usual, rail data lags by one quarter due to the reporting arrangements within RSSB.*  
 The Q1 and Q2 values for Offshore and Onshore have been altered to reflect data refinement after they were first reported. Q4 03/04 data for onshore and offshore have also altered but, due to an oversight, this was not reflected in the Q1 04/05 report.

#### Narrative on Delivering Major Hazards PSA

Performance to date for 04/05 has established confidence that, with the exception of rail, we can expect to achieve the targets. In Q3, the nuclear component of the target has continued its positive trend and offshore has improved from last quarter; the indicator trendline is now close to the target trajectory. Rail: Following the modifications to the model described, the trajectory continues to be above target and the projection is that, although performance is showing slight improvement with respect to the baseline, it is not enough to prevent further divergence from target. Action is being taken jointly by the Rail industry and HSE to improve the position.

Ownership of indicator: Justin McCracken. DDG Ops.

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4 Delivering Health and Safety in HSE	End Year	End Year	End Year	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
End 3rd Quarter 2004/05	2001/02	2002/03	2003/04	2004/05				
<b>HSE's Board health and safety targets for HSE staff</b>								
Number of DSE related IH1 forms received by Personnel.	N/A	N/A	50	<45	(A) 20	(A) 14	(R) 19	
Number of reported injuries due to slip or trip incidents.	N/A	N/A	34	<30	(A) 11	(A) 9	(R) 13	
Total number of RIDDOR* reportable incidents involving HSE Staff.	12	13	10	<10	(A) 3	(R) 8	(A) 4	
<b>Notification of Accidents and ill Health including non HSE staff</b>								
Fatal injuries	0	0	0	N/A	(G) 0	(G) 0	(G) 0	
Dangerous occurrences	2 [2 RIDDOR]	0	0	N/A	(G) 0	(G) 0	(G) 0	
Major injuries	2 [2 RIDDOR]	1 [1 RIDDOR]	3 [3 RIDDOR]	N/A	(G) 0	(A) 1 [1 RIDDOR]	(G) 0	
Over 3 Day injuries	9 [8 RIDDOR]	13 [10 RIDDOR]	9 [8 RIDDOR]	N/A	(G) 2 [2 RIDDOR]	(A) 9 (2) [8 RIDDOR]	(R) 2 [2 RIDDOR]	
Minor injuries	114	148	128	N/A	(G) 39 (4)	(G) 37 (6)	(A) 47 (6)	
Near misses including verbal abuse and possible accidental exposure to asbestos	72	85	90	N/A	(G) 16 (2)	(G) 32 (1)	(G) 49 (0)	
Ill Health cases	129	158	101	N/A	(A) 38 [1 RIDDOR]	(A) 30 [1 RIDDOR]	(A) 29 [2 RIDDOR]	
<b>Total reported incidents</b>	<b>328</b>	<b>405</b>	<b>331</b>	<b>N/A</b>	<b>(G) 95 (6)</b>	<b>(G) 109</b>	<b>(A) 127 (6)</b>	
<b>Sickness Absence</b>								
Number of instances of absence during quarter	6534 (Total)	7152 (Total)	(A) 6672 (Total)	N/A	(G) 1298	(A) 1332	(R) 1761	
Average days absence per staff year per quarter	8.06	8.36	(A) 7.97	N/A	(G) 8.07	(A) 9.02	(G) 8.11	

**\*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 [\*]

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### Narrative on Delivering Health & Safety in HSE:

#### **RIDDOR reports:**

- DSE related - tendonitis exacerbated by prolonged keyboard/mouse use.
- Pain in left wrist aggravated by typing.

#### **Over 3 day injuries:**

- Moving and packaging files which involved IP reaching and bending - back seized up overnight.
- Needed to change tyre whilst driving on official business when wheel brace bent and slipped causing IP to suddenly twist their back.

Board targets were reviewed and discussed at the November Corporate Health and Safety Committee (CHSC) meeting. It was noted that continued effort was needed to improve Health and Safety across the organisation, and that improvement was the personal responsibility of all across the organisation. A further breakdown of DSE related IH1 reports, highlighting new cases is to be produced for March 05 meeting to help target preventative /remedial actions in this area. Agreed actions from the action plan produced at the October CHSC meeting are to be incorporated into the progress log.

A communication strategy for health and safety will commence in February - commencing with a poster campaign. The campaign will follow the theme 'Your health, your safety, you matter'. Information about health and safety will be highlighted in a supplement to Express, which will appear as a tray drop.

The Health and Safety Adviser will be attending site health and safety committee meetings to help raise the profile of H&S locally.

The ACC1 report form is currently being enhanced to encourage early involvement of safety reps; identify risk assessment status at time of incident; include at least 1 root cause; identify wider implications/lessons to be learned which can be cascaded across HSE via site H&S co-coordinators.

#### **Sickness Absence:**

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.

The apparent decrease in average days absence per staff year per quarter is due to last quarter's data being skewed by inclusion of three long term absences, and that Quarter 3 figures do not contain any absences of over 50 days ending in the quarter. There has however been a seasonal increase in the number of instances of sickness absence.

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Ownership of indicator: Vivienne Dews Resource Planning Directorate.  
Completed by Patricia Williams and Dave Thomas (FMT).

<b>5 Financial Management and Monitoring (2004/05)</b>	2003/04	Budget	Outturn	Variance	Budget	Forecast	Variance	Estimate	Forecast	Variance
					For Year	Outturn	(+Or-)		Outturn	(+Or-)
	£K	£K	£K	(+Or-) £K	£K	£K	£K	£K	£K	£K
<b>HSE (excluding HSL)</b>		<b>To Date</b>	<b>To Date</b>	<b>(+Or-)</b>						
<b>Admin cost: is spending in line with plan?</b>										
Pay	132,767	100,700	98,801	1,899	135,034	132,907	2,127	146,706	132,907	13,799
GAE	69,476	60,497	57,519	2,978	81,838	79,747	2,091	69,124	79,747	-10,623
<b>Admin Costs</b>	<b>202,243</b>	<b>161,197</b>	<b>156,320</b>	<b>4,877</b>	<b>216,872</b>	<b>212,654</b>	<b>4,218</b>	<b>215,830</b>	<b>212,654</b>	<b>3,176</b>
Admin Other	5,745	4,101	4,591	-489	5,882	6,963	-1,081	8,064	6,963	1,101
<b>Total Admin Costs</b>	<b>207,988</b>	<b>165,298</b>	<b>160,911</b>	<b>4,388</b>	<b>222,754</b>	<b>219,617</b>	<b>3,137</b>	<b>223,894</b>	<b>219,617</b>	<b>4,277</b>
<b>Programme: is spending in line with plan?</b>										
<b>Programme</b>	<b>50,005</b>	<b>38,968</b>	<b>34,729</b>	<b>4,239</b>	<b>57,075</b>	<b>51,598</b>	<b>5,477</b>	<b>61,524</b>	<b>51,598</b>	<b>9,926</b>
<b>Net Resource Budget: is expenditure and income within net resource limit?</b>										
Admin Income	-51,923	-37,344	-37,023	-320	-50,833	-51,024	191	-51,024	-51,024	0
Programme Income	-5,721	-3,373	-3,191	-183	-4,454	-4,454	0	-4,454	-4,454	0
<b>Total Income</b>	<b>-57,644</b>	<b>-40,717</b>	<b>-40,214</b>	<b>-503</b>	<b>-55,287</b>	<b>-55,478</b>	<b>191</b>	<b>-55,478</b>	<b>-55,478</b>	<b>0</b>
<b>Net Resource</b>	<b>200,349</b>	<b>163,549</b>	<b>155,426</b>	<b>8,124</b>	<b>224,541</b>	<b>215,737</b>	<b>8,804</b>	<b>229,940</b>	<b>215,737</b>	<b>14,203</b>
<b>Capital: is spending in line with plan?</b>										
<b>Capital Spend (excl capital sales)</b>	<b>3,750</b>	<b>2,918</b>	<b>2,027</b>	<b>891</b>	<b>4,729</b>	<b>4,181</b>	<b>548</b>	<b>6,964</b>	<b>4,181</b>	<b>2,783</b>

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<b>5 Living within the Budget (2004/05)</b>	2003/04	Budget	Outturn	Variance	Budget	Forecast	Variance	Estimate	Forecast	Variance
<b>HSE including HSL</b>		<b>To Date</b>	<b>To Date</b>	<b>(+Or-)</b>	<b>For Year</b>	<b>Outturn</b>	<b>(+Or-)</b>		<b>Outturn</b>	<b>(+Or-)</b>
		<b>£K</b>	<b>£K</b>	<b>£K</b>	<b>£K</b>	<b>£K</b>	<b>£K</b>	<b>£K</b>	<b>£K</b>	<b>£K</b>
<b>Admin cost: is spending in line with plan?</b>										
Pay	143,559	109,644	107,566	2,078	147,163	144,626	2,537	158,424	144,626	13,798
GAE	74,954	66,850	62,829	4,021	91,729	88,516	3,213	77,893	88,516	-10,623
<b>Admin Costs</b>	<b>218,513</b>	<b>176,494</b>	<b>170,395</b>	<b>6,099</b>	<b>238,892</b>	<b>233,142</b>	<b>5,750</b>	<b>236,317</b>	<b>233,142</b>	<b>3,175</b>
Admin Other	8,980	6,350	6,818	-468	9,647	10,151	-504	11,252	10,151	1,101
<b>Total Admin Costs</b>	<b>227,493</b>	<b>182,844</b>	<b>177,212</b>	<b>5,632</b>	<b>248,539</b>	<b>243,293</b>	<b>5,246</b>	<b>247,569</b>	<b>243,293</b>	<b>4,276</b>
<b>Programme: is spend in line with plan?</b>										
<b>Programme</b>	<b>54,181</b>	<b>42,452</b>	<b>37,871</b>	<b>4,581</b>	<b>62,274</b>	<b>56,560</b>	<b>5,714</b>	<b>66,486</b>	<b>56,560</b>	<b>9,926</b>
<b>Net Resource Budget: is expenditure and income within net resource limit?</b>										
Admin Income	-77,796	-56,931	-56,941	10	-81,816	-79,660	-2,156	-74,699	-79,660	4,961
Programme Income	-5,722	-3,375	-3,192	-183	-4,456	-4,456	0	-9,416	-4,456	-4,960
<b>Total Income</b>	<b>-83,518</b>	<b>-60,306</b>	<b>-60,134</b>	<b>-172</b>	<b>-86,272</b>	<b>-84,116</b>	<b>-2,156</b>	<b>-84,115</b>	<b>-84,116</b>	<b>1</b>
<b>Net Resource</b>	<b>198,156</b>	<b>164,990</b>	<b>154,950</b>	<b>10,040</b>	<b>224,541</b>	<b>215,737</b>	<b>8,804</b>	<b>229,940</b>	<b>215,737</b>	<b>14,203</b>
<b>Capital: is spending in line with plan?</b>										
<b>Capital Spend (excl capital sales)</b>	<b>5,645</b>	<b>59,889</b>	<b>59,075</b>	<b>814</b>	<b>62,854</b>	<b>62,306</b>	<b>548</b>	<b>75,091</b>	<b>62,306</b>	<b>12,785</b>

#### Narrative: Outturn to end of December and January Forecast outturn against Budget

- HSE (excl HSL) Outturn to date compared to Budget is showing a Net Resource underspend of £8.124m which includes a £4.877m underspend on Payroll and GAE, £0.489m overspend on Admin Other, £4.239m underspend on Programme offset by an under recovery of income of £0.503m.

The Forecast Outturn against Budget is showing a Net Resource underspend of £8.804m which is made up of a forecast Admin underspend of £3.137m, a forecast Programme underspend of £5.477m and a forecast over recovery of income of £0.191m.

The key points are:

- The outturn to date compared to mid-year budget to date shows lower than anticipated recruitment, significantly lower than profiled training and conference spend and slippage in IT/IS. External research and support spend is some £2m below budget.
- The current forecast compared to budget shows an Admin underspend of 1% and a forecast Programme underspend of 10%. The Programme underspend reflects the strategy to carry forward Programme as EYF in support of future pressures. The forecast underspend relates to external research and the significantly lower than expected requirement for transitional support to HSL.

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2. HSL's outturn against budget is showing a surplus after the third quarter but is forecast to break-even over the full year.

**The Traffic Light for outturn to date and forecast outturn against budget must be Green.**

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

3. The Estimate is as per the agreed Final Estimate post the Spring Supplementary.

The HSE (excl HSL) position is showing a forecast Admin underspend of £4.3m of which the payroll and GAE is forecast to underspend by £3.2m and Admin Other (depreciation cost of capital etc) is forecast to underspend by £1.1m. These amounts will be claimed as EYF.

The forecast Programme position shows a planned underspend of £9.9m in support of future commitments such as Workplace Health Direct, additional research in support of the Strategic Programmes and the the Communication Strategy.

HSE can claim Capital EYF on the HSE (incl HSL) underspend and is forecast at £12.8m. These funds will be used to supplement the indicative SR04 capital settlement in support of the developing HSE Capital Investment Strategy.

4. The risk of Estimate breach is extremely low.

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

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Ownership of indicators: Justin McCracken. DDG Ops.

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
<b>OPM B (1) % resource (inspector time) committed to Strategic Programmes as a proportion of that planned overall*</b>												
FOD	60%	63%	60%	72%	60%	(G) 67%	60%	(G) 68%	60%	(G) 71%	60%	
HID			100%	107%	100%	(A) 89%	100%	(G) 95%	100%	(G) 95.16%		
RI			60%	66%	60%	(A) 53%	60%	(G) 59%	60%	(G) 58%		
NSD			30%	32.51%	30%	(G) 30.06%	100%	(G) 100%	100%	(G) 100%	100%	
<b>OPM B (2) Proportion of total resources spent on frontline activity in accordance with OD plans**</b>												
FOD					N/A	N/A	52%	(G) 54%	N/A	N/A		
HID					N/A	N/A	43%	(G) 45%	43%	(G) 46%		
RI					N/A	N/A	N/A	N/A	N/A	N/A		
NSD					N/A	N/A	55%	(G) 58%	55%	(G) 57%		
<b>FOD only - balance of resource committed to Proactive/reactive*</b>	60-40	51-49	54-46	59-41	54-46	(G) 56-44	54-46	(G) 56-44	54-46	(G) 57-43	54-46	

\*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 Narrative:** We currently report on OPM B2 only at half-year and end-year stages.

**RI: Narrative:** None

**NSD Narrative:** None

**HID Narrative:** None

## Balanced Scorecard 2004/2005

Ownership of indicator: Vivienne Dews Resource Planning Directorate.

7 Recruitment	Baseline	End Year	2004/05			
	2002/03	2003/04	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Occupancy of unfunded posts (the priority list)						
Total Number occupying unfunded posts in <b>Rose Court</b>	8	(G) 3	(G) 1	(G) 0	(G) 0	
Total Number occupying unfunded posts in <b>Bootle</b>	10	3	(G) 1	(G) 1	(G) 0	
Total number occupying unfunded posts across <b>HSE</b>	18	(G) 7	(G) 2	(G) 1	(G) 0	
Length of time on list to placement in permanent post	N/A	13 weeks	25 weeks	N/A	N/A	
Success in filling agreed number of advertised posts within agreed timeframe		(G) 100%	(G) 100%	(G) 100%	(G) 100%	
Number of agreed posts advertised	N/A	(G) 69 (Total)	(G) 12	(G) 42	(G) 69	
Number of agreed posts advertised filled	N/A	(G) 67 (Total)	(G) 18	(G) 47	(G) 67	

**Narrative on Recruit:** None

## Balanced Scorecard 2004/2005

Ownership of indicator: Vivienne Dews.Resource Planning Directorate.

<b>8 Retention of personnel</b>	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 3rd Quarter 2004/05					
<b>Turnover rate by the principal 9 disciplines in HSE</b>					
Admin	9.00%	10.30%	8.48%	5.25%	
FAQ	4.60%	3.90%	3.72%	2.42%	
Nuclear	3.10%	6.00%	2.34%	1.76%	
Offshore	5.40%	3.00%	1.35%	2.01%	
Other	11.00%	12.20%	13.86%	5.16%	
Professional and Technical	5.60%	102.20%	20.00%	0.00%	
Railway	11.30%	10.40%	8.47%	5.48%	
Scientific	7.20%	8.40%	5.90%	3.29%	
Specialist	4.30%	1.50%	5.24%	4.12%	
<b>Turnover rate for all staff</b>	7.20%	8.20%	(G) 6.67%	(R) 4.04%	

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

<b>Diversity in HSE</b>	End Year 2002/03	End Year 2003/04	Target for 2005	2004/05			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Progress towards SCS Disability Targets 2005	1.80%	1.85%	3.70%	1.90%	1.79%	1.79%	
Progress towards SCS Gender Targets 2005	25%	22.20%	29%	24.50%	21.43%	21.43%	
Progress towards SCS Race Targets 2005	0%	0%	1.80%	0.00%	0.00%	0.00%	

**Narrative on Retain and Motivate:** None

## Balanced Scorecard 2004/2005

Ownership of indicator: Timothy Walker. DG.

### **9 Leadership**

End 3rd Quarter 2004/05

**Indicators are to be developed**

#### **Narrative on Leadership:**

Slow progress is being made, but continual change and residual resistance to the strategy is reflected in some mistrust of the leadership. Increased face-to-face contact with staff is in hand to counter this but more support is needed for and from middle managers. The programme of visits, open meetings and improved internal communication should help, as would a satisfactory conclusion to the pay round and to the 2004 spending review.

In October the SCS met to continue shaping change across HSE. The theme of the Conference was 'Focussing upon Delivery'. Senior managers identified, discussed and agreed upon the key factors detracting staff from delivering work plans both within their management units, across HSE and within their the matrixes that deliver the PSA targets. They set about identifying simple effective ways to resolve these barriers.

The changes to HSE's governance arrangements announced in September have begun to take effect. The Resource and Delivery Group met for the first time in January 05 considering budgetary allocations, as well as noting the success to date with matters such as the Fit Programme, launch of stress management standards and the ministerial task force review of sickness absence.

Communication from the Director General has been enhanced with the launch of his own website. The website allows the DG to put out key messages from meetings he has or will attend. It also allows staff to pose questions directly to him. This is proving to be a more effective way to allow communication with staff compared to previous email methods – numbers of questions to the site in the first week exceeded those from email during the past year (excluding those related to the pay round).

Senior Civil Servants have been undertaking a series of career reviews to identify Band 1 & 2 staff that have the competencies, a proven track record of high performance and demonstrate potential to progress to the Senior Civil Service within 5 years. Local support and training is planned to help eligible staff attain skills and experience in the necessary areas.

## Balanced Scorecard 2004/2005

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
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)	<b>DISCONTINUED SEE OVER</b>		
(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)			
% Of spend on work assessed as high priority by the S&I Blocks.		(G)	(G)	<b>DISCONTINUED SEE OVER</b>		
% 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)	<b>DISCONTINUED SEE OVER</b>		

**Indicators discontinued – see new w.e.f 2<sup>nd</sup> quarter below:**

## Balanced Scorecard 2004/2005

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
<b>Efficient use of S&amp;T resources</b>						
% Of resources spent on strategic programmes, core and horizon scanning compared with profile and business plan.				(G)	(G)	
<b>Effectiveness of S&amp;I activity</b>						
% Of feedback showing effective utilisation of S&I outputs and positive impact (or relevant surrogates) on associated outcomes.				(G)	(G)	
<b>Horizon scanning</b>						
Systems in place for identifying and producing intelligence on emerging H&S issues and taking forward into further research or policy programmes.				(A)	(A)	

**New Indicators apply w.e.f. 2<sup>nd</sup> Quarter.**

**3rd quarter out-turn figures for resource spend and commitment against plan are as follows:**

Health & Safety Hazards 15% actual v 13% plan (Green)  
 Sectors 4% actual v 5% plan (Green)  
 Major Hazards 21% actual v 23% plan (Green)  
 Better Health at Work Partnerships 3% actual v 3% plan (Green)  
 Local Authorities 1% actual v 1% plan (Green)  
 Mandatory activities 39% actual v 37% plan (Green)  
 OURS (Core Proactive) 15% actual v 13% plan (Green)  
 Communications 2% actual v 5% plan (Red)

**Narrative:**

Both BHWP and LA programmes have been active in commissioning the required S&T identified in their business plans, which has brought commitment up to the target plans. Similarly there has been much activity in commissioning communications research, following establishment of a proper procurement route, which has brought  
 Continues....

## Balanced Scorecard 2004/2005

Commitment closer to plan. Increased expenditure on technical support to operations, in relation to the Glasgow explosion, accounts for the moderate increase in MA expenditure against plan. HSE has signalled a cut back on major hazards research and this is being achieved with a reduction to 21% of spend against an initial plan of 23%.

### **% Of feedback showing effective utilisation of outputs and positive impact (or relevant surrogates) on associated outcomes:**

Use of the revised project record form is providing valuable information, in a recordable format, on the utilisation of project outputs. Data from PRF's completed since the start of the year shows that: Over 75% of projects have fully met their objectives and 70% of outputs were of immediate use to HSE. Of these 16% were linked to policy, 23% to standard setting, 38% to guidance, 14% to regulation and 6% stimulated further research.

Notable outcomes from work have included: The establishment of a database for workers occupationally exposed to radiofrequency radiation. This work arose from recommendations from the Stewart report on mobile phones. It will provide HSE with baseline information on exposed groups to be used in the future to identify any adverse health effects from radiofrequency radiation. The costs for future maintenance of the database will be met by industry.

A small 'seed capital' input into offshore research has maintained HSE's role as a major player in offshore safety and further developed valuable relationships with the industry and academic organisations.

### **Systems in place for identifying and producing intelligence on emerging H&S issues and taking forward into further research for policy programmes:**

A horizon scanning web site has been launched with the purpose of informing stakeholders of the activities being undertaken by HSE on horizon scanning issues. A horizon-scanning site has also been included on the revised HSE science intranet site, with the purpose of getting HSE staff more actively engaged in the horizon scanning process in the course of their own day-to-day activities. Following approval by the HSE Board a dedicated Horizon Scanning Unit has been set up in HSL reporting to the HSE Intelligence Group. This unit will lead on horizon scanning for HSE ensuring that the organisation is effectively networked with other horizon scanning activities being undertaken by OGD's and the wider science community. Recruitment of staff into the unit is underway.

Engagement with Stakeholders: The HSC science strategy has been open for consultation on the HSE website since November. Closing date for comments is 4/2/05. A new groundbreaking quarterly newsletter, the Science and Research Outlook (SRO), linked to an interactive web site was launched in October. Since the launch over 2000 users have registered on the SRO web site and over 4000 searches conducted.

## Balanced Scorecard 2004/2005

Ownership of indicator: Vivienne Dews. Resource Planning Directorate.

11 Applying Business Improvements	End Year	End Year	2004/05			
	2002/03	2003/04	Quarter 1	Quarter 2	Quarter 3	Quarter 4
End 3rd Quarter 2004/05						
1.) % Of D/Ds with a significant and balanced business improvement programme		(G) 100%	(G) 75%	(G) 100%	(G) 100%	
2.) % Of strategic projects hitting key milestones whilst in development		N/A	N/A	N/A	N/A	
3.) % Of BI proposals sent to BIEB which meet the stated criteria for approval of discretionary investment		N/A	N/A	(G) 100%	(G) 100%	
4.) % Of strategic delivered projects hitting benefit milestones		N/A	N/A	N/A	N/A	
5.) Overall "benefits" collated expressed as a %age of administrative costs equal 5% year-on-year	6.4%	(G) 6.1%	N/A	(R) 3%	(R) 2%	
6.) Cash releasing BI savings expressed as a % of total benefit savings achieved		N/A	N/A	(G) 85%	(G) 83%	

### **Narrative on Applying Business Improvement:**

Sub indicators 2 and 4 - non-reporting arise from there being no arrangements in place for collecting this information. BEU expect to be able to report on these sub indicators at the end of Q1 2005/06.

Sub indicator 3 - a new approvals process has still to be agreed and implemented, however all proposals were assessed against the key principles and met interim criteria.

Sub indicator 5 - historically achievement is 'back loaded' into Q4.

## Balanced Scorecard 2004/2005

Ownership of indicator: Colin Douglas. Communications Director.

12. Profile	End Year	2004/05			
End 3 <sup>rd</sup> Quarter	2004/05	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Mori Data</b>					
*Familiarity and favourability rating by public.		N/A	N/A	N/A	
*Familiarity and favourability rating by employers.		N/A	N/A	N/A	
*Familiarity and favourability rating by employees.		N/A	N/A	N/A	
<b>Favourability of media coverage – Positive: Negative</b>					
National		N/A	N/A	(A) 1:1	
Regional		N/A	N/A	(G) 9:1	
Trade		N/A	N/A	(G) 11:1	

**\*Results due half yearly: March/Sept (Q2/Q4).**

### **Narrative on Profile:**

A large volume of articles (2272) were recorded in October, November and December 2004 across regional, trade and national press. Coverage overall has been positive. It has followed the traditional pattern of being generally positive in trade and regional press. Media tracking data is new and it is too early to give trend information. Over the three months tracked the Regional and Trade coverage was stable. The leading positive message over this period has been that the HSE is committed to being a good partner and working with others to improve health and safety - encouraging evidence that key messages are being picked up.

The Key national media event this quarter was the fatal derailment at Ufton Nervet on 6 November. This incident resulted in seven fatalities, and propelled HSE HMRI into the spotlight as its annual report, published in September 2004, had highlighted the risk brought by misuse of level crossings by road/pedestrian users. HSE's interim report on Ufton, published only 4 days after the incident, was widely and accurately reported. There was, acknowledgement of HSE HMRI as an authoritative and trusted organisation putting quality material into the public domain.

There was on-going interest in progress with Potters Bar investigation and Ladbrooke Grove survivors group action, these stories never took off, as statistics in the annual report painted an improving safety picture. Also in rail there was some passing interest in worker safety following double fatality at Hednesford in September.

Continues....

## Balanced Scorecard 2004/2005

HSE was "empty-chaired" by BBC TV's *Frontline Scotland* in a programme on the ICL Plastics explosion in Glasgow, broadcast in October. HSE, in conjunction with other agencies, met the producers to explain (inter alia) why an interview could not be given during an ongoing investigation.

*BBC Breakfast* approached us about HSE "banning swimming" at an artificial lake in Maldon, Essex (the LA had been prosecuted previously following a death). The BBC subsequently ran a filmed package followed by a short debate between HSC Chair Bill Callaghan and Times columnist Simon Jenkins on the nanny state, compensation culture and safety fascism.

In the run-up to the FOI Act coming into force, there was media interest in an Oxford family's previous attempts to obtain (from HSE) a Thames Train's report into their son's death in 1995. The story, which ran on BBC News Online and PA News, explained that under the existing law, HSE could not provide the report without the company's permission (a view upheld by the Ombudsman).

The campaign for our stress management standards reached a significant landmark as we launched the final version of the standards and accompanying toolkit. Early press interest had been significant so it was no surprise when coverage began at the weekend and continued through and beyond the day of the launch, 3 Nov. Balanced and prominent stories about HSE's approach ran in the news pages of most national newspapers

There were two statistics launches one for Offences and Penalties which was overshadowed nationally by the DoH White Paper. However, the FT did run a story the following day. There was also a large amount of regional coverage. There was also a National Statistics launch of statistics highlights 2003/04 held on Thursday 18th 13 journalists attended from national and trade press.

## Balanced Scorecard 2004/2005

Ownership of indicator: Colin Douglas. Communications Director.

13. Internal Communications	End year	2004/05			
End 3 <sup>rd</sup> Quarter 2004/05	2004/05	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Staff Feedback				(A)	

### **Narrative on Internal Communications:**

Interim Staff Attitude Survey to be arranged (Strategic Comms leading on this) will carry an appropriate set of questions on internal communications issues.

Cascade briefing- Last Briefing was in November. Overall support for the underlying principle remains positive. Recent feedback suggests a lack of clarity around its purpose and delivery. COI have been asked to review the system and recommend improvements. Interviews to be conducted with members of the SCS and three workshops to be held with a representative sample of staff.

The Pulse Panel are considering Cascade Briefing and their views (due shortly) will be taken into account as part of the overall review.

## Balanced Scorecard 2004/2005

Ownership of indicator: Colin Douglas. Communications Director.

<b>14.Stakeholder Engagement</b>	<b>End year</b>	<b>2004/05</b>			
End 3 <sup>rd</sup> Quarter 2004/05	<b>2004/05</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
<ul style="list-style-type: none"> <li>Will regularly examine c.30 key corporate stakeholders from the perspective of communication, behaviour (joint working opportunities) and attitude to HSE's role in health and safety</li> <li>Actions planned with key corporate stakeholders.</li> </ul>				<b>Not Yet available.</b>	
<ul style="list-style-type: none"> <li>Canvass views and feedback from MPs</li> </ul>				<b>(A) 39%</b>	

### **Narrative on Stakeholder Engagement:**

#### **Corporate Stakeholders:**

The high-level stakeholder mapping and prioritisation research by COI reported in December. The findings enabled us to agree 29 corporate stakeholders for priority action. The end of the quarter senior champions and support had identified staff for each corporate stakeholder.

Action was in process with 6 corporate stakeholders, identified at an early stage. Initial planning and useful engagement under way with 3 of the stakeholders by the end of the quarter. Work on early plans enabled us to develop an action plan template that is now being used with other stakeholders.

#### **Strategic Programme and Regional Stakeholders:**

A toolkit for analysis and planning of stakeholders was rolled out, supported by a workshop and briefings, targeted at HSE staff that would be carrying out the work. Response has been mixed: a few very good analyses have been completed, but by the end of the quarter there were indications that the work was not moving forward in some areas. Meetings were therefore held and a deadline of 31st January 2005 agreed for completion of the analysis.

#### **Parliamentary monitoring:**

NFP conducted a further round of research into the attitudes of MPs to various agencies. HSE has now bought into this monitoring on a six monthly basis as a useful barometer of stakeholder views. The findings indicated a small but significant improvement, with those indicating no contact with HSE dropping from 31% to 23% and overall rating of HSE as an "effective organisation rising from 29% to 39%. Comments indicated that the most common reason for believing HSE to be ineffective was a perception that we are "bureaucratic killjoys".