

Balanced Overview of the 4 Business Perspectives.

Delivering the Mission.

1. The Delivering Planned Work headline indicator reports a Green status this quarter. All Operational Directorates are reporting a Green status for each sub-indicator except for the number of safety cases processed (OPM A) in the Railway Inspectorate (RI). Due to the relatively small numbers of safety cases processed, a further safety case processed to time and quality standards would have moved the indicator to a Green status. The shortfall was due to a single safety case (in May) being 10 days late due to the lack of dedicated resources for the Acceptance Manager roles.
2. An Amber/Red status has been assigned for overall delivery to the Delivering Worker Health and Safety PSA Targets. This has been discussed and agreed by the RDG. Good progress has been made in developing the Fit3 SDP and the plans for its component Programmes. However, although the programme is on track with activity and milestone indicators, there are uncertainties within elements of the programme and with delivery in particular of the “days lost” target.
3. The Business Involvement StEP (Strategic Enabling Programme) (Amber/Green status this quarter) and Worker Involvement StEP (Green status this quarter) are now better established. The Local Authorities and HSE Working Together StEP is proceeding as planned. However, the status has been assigned an “Amber/Green” at this stage because of the difficult challenges ahead – in particular HSE and LAs need to reach a much more explicit agreement about the contribution each will make to achievement of HSC’s objectives by contributing to the Fit3 programme.
4. The Enforcement StEP has made substantial progress in identifying its strategic direction and establishing the workstreams to fulfil its vision. The Programme has now been fully resourced and Local Authorities are engaged as equal partners in the design and development of the Programme
5. Delivering the Major Hazards PSA targets has reported a Green status overall this quarter. This has been discussed and agreed by the RDG. Three elements of the Major Hazards SDP all remain Green this quarter. The performance of the Nuclear, Offshore oil and gas and Onshore Chemicals sectors remains encouraging and the indications are that the overall targets in these sectors will be achieved.
6. Rail targets do not form part of the formal PSA targets in the major hazard industries. However, HSE will continue to monitor progress with targets in the rail sector. Pending the transfer to the ORR, and to ensure the industry has a meaningful and challenging target for this year, HSE has provisionally agreed a new target of a 5% improvement year on year

applied retrospectively. The target to the end of 2005/06 is an indicator value of 82. The latest indicator value reported for March 2005 (RSSB report one quarter in arrears) is 79.1.

7. Delivering Health and Safety in HSE has improved significantly being assigned a Green status this quarter. Reporting against revised targets for 2005-06, the Qtr 1 outturn was lower than that for the equivalent period in 2004-05. In October 2004, following poor performance on HSE's corporate targets, the Corporate Health and Safety Committee developed and implemented an action plan to raise the profile of HSE's health and safety strategy and policy. One ongoing and very visible measure arising from this is the ongoing health and safety poster campaign.

Managing Resources.

8. An overall Green status has been assigned to Financial Management and Monitoring this quarter. The indicator for forecast outturn against estimate is green this quarter. The indicator for outturn to date and forecast outturn against budget, however is assigned an Amber/Green status, reflecting the forecast of a slight net resource underspend and the need to improve the quality of budget profiling.
9. HSE (excl HSL) outturn to date compared to budget to date is showing a net resource underspend of £7.257m. This includes a £1.551m underspend against Payroll and GAE, an underspend of £0.033m on Admin Other, an underspend of £5.161m on Programme (mainly related to delays in paying for the 'Backs' campaign and lower than expected research activity) and an over recovery of income of £0.513m. The HSL outturn to date against budget is showing a slight surplus but is forecast to break even over the full year.
10. Allocating Resources to Priorities has been assigned a Green status this quarter with all sub indicators reporting good performance. Railway Inspectorate (RI) did not achieve a Green status for the sub indicator measuring resources (inspector time) committed to Strategic Programmes as a proportion of that planned. This is related to the tracking and subsequent recording of proactive inspection. RI are putting in place measures to ensure that targets are achieved in future.
11. It has not been possible for FOD to report on OPM B2 this quarter (Proportion of total resources spent on front line activity in accordance with plans.) due to problems with extracting data the FOCUS database. In line with instructions from OPSD no other directorate data has been supplied or presented.
12. Recruitment has a continued Green status this quarter. This has been a busy quarter for external vacancy filling with the Band 4 Policy Adviser and Trainee Inspector campaigns coming to a close. Another big exercise during the quarter was a HID Band 3 Specialist Inspector campaign. This

will be completed outside the quarter with a number of good quality recruits commencing employment.

13. Other exercises started during the period included the recruitment of B2 Social Scientists, a Band 2 lawyer, a Band 1 Chief Press Officer and Band 4 Regulatory Scientists. A locally managed Band 6 recruitment exercise in Birmingham did not meet the agreed timescales, however this did not leave any critical gaps in HSE's business. The number of posts that are not included in work plans across HSE has risen to one – but this will be addressed in the near future.
14. Retaining and Motivating has been assigned a Green status this quarter. As turnover rate is only available at the mid and end year points this is based on the end of year figures.

Continuous Improvement.

15. The leadership indicator has been subjectively assigned an Amber/Green status this quarter. Following the exercise to identify staff with potential to progress to SCS, two areas of particular interest for their development have been identified - leadership skills and mentoring. These and other developmental issues will be promoted in a one-day 'kick start event' to be held later this year for these staff. This event will be high profile, bringing together these individuals and SCS managers for an interactive learning day facilitated by development consultants.
16. RPD is currently consulting on its draft report on identifying and developing staff with leadership potential. This report suggests a number of improvements to the way we bring on our talented staff e.g. managed talent pools. It also identifies good practice inside DDs, which can be shared across HSE.
17. There is a continuing need to improve leadership within HSE although there is a slow movement in the right direction. Resolving the pay dispute would be helpful and the advent of the new Chief Executive will be a good opportunity to review the pace of improvement. The 'Hays' training for the SCS, with 360° feedback and emphasis on performance management should contribute but will require continued pressure if it is really to deliver.
18. A Green status has been applied to the Applying Science and Technology indicator. Overall this reflects both efficient and effective use of resources and encouraging progress in HSE's horizon scanning systems. The main concerns are that resources collectively address the three main themes of the Science Strategy: meeting our PSA targets, incident investigation/forensic analysis and horizon scanning.
19. Figures for the first quarter show committed spend to be between 85-90% of budget. This is expected to rise, particularly as new surveys to support the Fit 3 strategic delivery programme are commissioned. Analysis within

the Strategic Programmes shows that most figures for spend already committed fall within 80% of the planned allocations (with the exception of the very small LA programme.)

20. Data to support the effectiveness indicator is taken from responses to Questions 13-16 on Part 2 of the Project Record Form (PRF) and analysis of narrative comments on impact evaluation on Part 3 of the form. Data from completed PRFs show that over 70% of projects (71%) fully met their objectives and over 80% were considered to be of good or excellent quality.
21. Most project outputs were utilized in guidance (46%), policy (21%), informing future work (16%) or design (4%). Over half of the projects completed in the first quarter will require impact evaluation, which will take place between 6 months to 2 years after completion. Other projects, such as those contributing to guidance were of immediate relevance and impact.
22. The new arrangements for managing the horizon scanning process are in place and emerging issues being identified. The new Horizon Scanning Unit at Buxton is fully staffed and the Intelligence Group, which oversees the process, has had its second meeting. Papers for discussion included the first output from the Horizon Scanning Unit on demographics and the first external paper, produced by the Biological Agents Unit on gene therapy.
23. A Green status has been assigned to Applying Business Improvements this quarter. The programme realised 25.46% of the annual target (£10m) for overall collated efficiency savings, of which 84.9% were cash releasing, (Approximately £2.162m). The vast majority of these savings coming from operational productivity savings and reducing the costs of acquiring and managing HSE's assets and services.
24. Those strategic projects in the Efficiency, Economy and Productivity Programme hitting key milestones include the HRST and EDRM projects. The COIN and Redgrave court projects have both experienced delays in implementation.

Reputation.

25. Profile has reported a continued Green status this quarter. There has been an increase in all of the ratios for favourable media coverage in the press (national, regional and trade). Most notably a rise from 17:1 to 72:1 has been reported in trade press. The Communications Director has asked Press Office to investigate the reasons for this improvement. The main positive message continued to be that HSC/E is committed to being a good partner. The main negative one was that we are over-zealous.

26. In the absence of any metric on which to base objective judgement, Internal Communications has subjectively been assigned an Amber/Red indicator by the indicator owner. A programme of Board member visits to regional offices has commenced and new corporate briefing arrangements have been put in place (although there has been a noticeable hiatus between 'Cascade Briefing' and the new arrangements; 'Exchange'). Evaluation of these measures has yet not been possible, as they have not been completed. The Staff Attitude Survey planned for November will allow for direct comparison with the 2004 results for questions on internal communication.

27. Stakeholder Engagement has been assigned an Amber/Red status by the indicator owner. 20 key stakeholders have completed their action plans (although some remain at a drafting stage) and a workshop has been arranged in September to review progress and intensify effort to turn plans into action. The intention is to focus initially on some 15 stakeholders. Communications Directorate planned to monitor successful stakeholder engagement using a 'life stage' model developed by the Central Office of Information. Monitoring of stakeholder communication performance using the 'life stage' model will commence in Q3.