

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Delivering the Mission

1. Delivering Planned Work

(Deputy Chief Executive Ops)

2 Delivering Worker Health and Safety PSA targets

(Deputy Chief Executive Policy).

3. Delivering Major Hazards PSA targets.

(Deputy Chief Executive Ops).

4. Delivering Health and Safety in HSE

(Deputy Chief Executive Ops).

End 02/03	End 03/04	End 04/05	Qrt 1	Qrt 2	Qrt 3	Qrt 4
G	A	G	G	G		
N/A	G	A/G	A/R	A/R		
N/A	A	G	G	G		
G	G	R	G	G		

Managing Resources

5. Financial Management and Monitoring

(Finance Director).

6. Allocating Resources to our operational priorities

(Deputy Chief Executives).

7. Recruit

(Finance Director).

8 Retention of personnel

(Finance Director)

A	G	G	G	A/G		
G	G	G	G	A/G		
N/A	G	G	G	G		
G	G	G	G	R		

Continuous Improvement

9. Leadership

(Chief Executive).

10. Applying Science and Technology

(Chief Scientist and Engineer).

11. Applying Business Improvements

(Finance Director).

End 02/03	End 03/04	End 04/05	Qrt 1	Qrt 2	Qrt 3	Qrt 4
N/A	R	A	A/G	A/G		
N/A	G	G	G	G		
G	G	G	G	G		

Reputation

12.Profile

(Director of Communications).

13. Internal Communications

(Director of Communications).

14. Stakeholder Engagement

(Director of Communications).

N/A	X	G	G	G		
N/A	N/A	R	A/R	(A/R)		
N/A	X	R	A/R	A/G		

X = No indicators yet developed.

Balanced Scorecard 2005-06

Annex to Paper B/05/070

In accordance with a newly introduced pan-Government system, HSE has moved to a new traffic light rating system from 1st quarter 05/06. It will comprise making an appropriate selection from four traffic lights (Red; Amber/Red; Amber/Green; Green.). Red: Highly problematic – requires urgent and decisive action. Amber/Red: Problematic – requires substantial attention, some aspects need urgent attention. Amber/Green: Mixed aspect(s) - requires substantial attention, some good. Green: Good – requires refinement and systematic implementation.

Ownership of indicator: Deputy Chief Executive Ops.

1. Delivering Planned Work	FOD	FOD	HID	HID	RI	RI	NSD	NSD
End 2nd Quarter 2005/06	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn
OPM A1*								
Total number of safety cases etc* processed.	N/A	N/A	131	143	N/A	32	60	33
Total number of safety cases etc* processed to time and Quality standards	N/A	N/A	131	143	N/A	30	60	33
%Safety cases etc* processed to time	N/A	N/A	100%	(G) 100%	100%	(A) 93.8%	95%	(G) 100%
OPM A2**								
Total number category 1 (or A) issues identified	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total number of satisfactorily issues closed out	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
% Arrangements for quality and timelines	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OPM C								
Total number of complaints reported	N/A	11095	163	190	N/A	290	N/A	3
Total number of complaints followed up	N/A	9828	147	185	N/A	266	N/A	3
% Complaints investigated	90%	(G) 89%	90%	(G) 97%	90%	(G) 92.8%	90%	(G) 100%
OPM D								
Total number of incidents reported	N/A	N/A	1925	1876	N/A	198	N/A	31
Total number of incidents that meet HSC criteria	N/A	1738	94	110	N/A	198	N/A	31
Total number of incidents that meet criteria and were investigated	N/A	1659	91	109	N/A	198	N/A	31

Balanced Scorecard 2005-06

Annex to Paper B/05/070

% Incidents that met HSC criteria investigated***	(G) 95%	97%	(G) 99%		(G) 100%	95%	(G) 100%
---	---------	-----	---------	--	----------	-----	----------

Continues...

OPME***	FOD	FOD	HID	HID	RI	RI	NSD	NSD
Number higher risk workplaces identified	442	442	N/A	N/A	N/A	N/A	N/A	N/A
Number higher risk workplaces receiving an intervention	N/A	169	N/A	N/A	N/A	N/A	N/A	N/A
% High hazard/risk workplaces receiving an intervention	100%	(G) 38%	N/A	N/A	N/A	N/A	N/A	N/A

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:

FOD: OPM E, Profiling suggests that FOD should have completed 40% of the total at the mid year.

RI: OPM A1 (Amber): 2 Safety Case acceptances were delayed earlier this year, one in Q1 and one in Q2. These are having a disproportionate effect upon the status due to small numbers involved.

HID: None

NSD: None

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Ownership of targets: Deputy Chief Executive Policy.

2 Delivering Worker Health and Safety PSA Targets:	2004/05		2005/06				2006/07	2007/08
	Baseline (2004/05)	Illustrative target	Quarter 1	Quarter 2*	Quarter 3	Quarter 4		
End 2nd Quarter 2005/06								
Reduce Number of working days lost per worker from work related injury and ill health by 9% by 2008	1.5	1.4	A/R	A/R				
Reduce incidence rate of fatal and major injury incidents by 3% by 2008	118.4 injuries per 100,000 employees	114.8 injuries per 100,000 employees	A/G	A/G				
Reduce the incidence rate of cases of work related ill health by 6% by 2008	1800 per 100 000 (1.8%) employed	1700 per 100 000 (1.7%) employed	A/G	A/G				

Progress See narrative below:

* The ratings were made prior to sight of the annual health and safety statistics 2004/05

Narrative:

A large number of key activity milestones have been met in Fit3's Programme this quarter. Baseline figures for 2004/05 have only recently been established (November 2005¹). It will take time to analyse fully the impact of this information to see how they will influence our delivery plans and resource requirements. However, initial thoughts are that:

- While not being complacent, we draw some assurance that HSC's Strategy is yielding the intended results;

Continues....

- The latest figures will give us a greater understanding of the challenges for Fit3 and more confidence to craft the interventions.

Also, there are some encouraging results that suggest that the trajectories are moving in the right direction. In particular:

- The **Construction Programme** has clearly been successful; the rate of reported fatal and major injury has reduced between 1999/2000 and 2004/05 by 24%
- On **incidence of ill health**, the evidence suggests that incidence has fallen for most major categories of work-related ill health
- For **days lost due to work-related ill health** there was a statistically significant fall between 2001/02 and 2004/05.

However, the scale of the challenge remains considerable. We need to continue our work with local authorities, which are crucial to delivery (service industries, where HSE and LAs share regulatory responsibility, are showing an increase in the rate of fatal and major injury between 1999/2000 and 2004/05). The current assessment of delivery therefore remains at "Amber/Red".

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Ownership of targets: Deputy Chief Executive Ops.

3. Delivering the Major Hazards PSA Targets. (Achieve by 2007/08 (against a 2001/02 baseline))	Base Year	2005/2006			
	2001/02	Quarter 1	Quarter 2	Quarter 3	Quarter 4
End 2nd Quarter 2005/06					
Nuclear Indicators					
A 7.5% reduction in the number of events reported by licence holders, which HSE's Nuclear Installations Inspectorate judges as having the potential to challenge a nuclear safety system.	143	(G) 27	(G) 32		
Offshore indicators					
A 45% reduction in the number of major and significant hydrocarbon releases in the offshore oil and gas sector	113	(G) 16	(G) 16		
Onshore Indicators (COMAH)					
A 15% reduction in the number of relevant RIDDOR reportable dangerous occurrences in the onshore sector.	177	(G) 26	(G) 34		

Narrative:

Trajectories show we are currently on track to deliver the major hazards' targets and good performance is reported in all three components. Progress has been made in instilling programme-working behaviours. However, loss of experienced resources has been identified as a risk to a continued downward trend in the indicators. Recruitment campaigns are under way for offshore, onshore and nuclear, but it will take some time for new recruits to become fully effective.

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Ownership of indicator: Deputy Chief Executive Ops.

4. Delivering Health and Safety in HSE	End year	End year	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
End 2nd Quarter 2005/06	2003/04	2004/05	2005/06				
HSE's Board health and safety targets for HSE staff							
Number of DSE related IH1 forms received by Personnel	50	63	<57	(G) 6	(G) 8		
Number of reported injuries due to slip or trip incidents	34	46	<47	(G) 9 (1)	(A/G) 12 (1)		
Total number of RIDDOR* reportable incidents involving HSE staff	10	20	<10	(A/G) 2	(A/G) 2 (1)		
Notification of Accidents and ill Health including non HSE staff							
Fatal injuries	0	N/A	N/A	0	0		
Dangerous occurrences	0	N/A	N/A	0	0		
Major injuries	3 [3 RIDDOR]	1 [1 RIDDOR]	N/A	0	0		
Over 3 day injuries	9 [8 RIDDOR]	21 (5) [20 RIDDOR]	N/A	3 [2 RIDDOR]	4 (1) [2 RIDDOR]		
Minor injuries	128	153 (20)	N/A	18 (3)	34 (4)		
Near misses including verbal abuse and possible accidental exposure to asbestos	90	130 (4)	N/A	17 (1)	59 (1)		
Ill Health cases	101	127 [4 RIDDOR]	N/A	28	18		
Total reported incidents	331	432	N/A	66	115		
Sickness Absence							
Total number of instances of absence during quarter	(A) 6672	6143	N/A	(G) 1361	(G) 1346		
Average days absence per staff year per quarter	(A) 7.97	(A) 8.52	N/A	(G) 7.65	(G) 6.85		

Balanced Scorecard 2005-06

Annex to Paper B/05/070

***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 [*] **Note:** Near miss reporting is encouraged.

Continues...

Narrative:

Over 3 day injuries:

RIDDOR reportable

- IP tried to retrieve paper whilst seated at workstation - felt back hurt - unsure if strained back or pulled.
- IP moving packed boxes, positioned them to get them through doors - felt pain in lower back - strained back.

Non-RIDDOR reportable:

- IP leaving hotel (on official business) and slipped and broke her foot. Hotel had the responsibility for reporting it as RIDDOR.
- IP hit by cyclist on public pavement.

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Ownership of indicator: Finance Director

5. Financial Management and Monitoring	End 2003/04	End 2004/05	Outturn	Budget	Variance
End 2nd Quarter 05/06			To date	To date	(+Or-)
HSE (excluding HSL)	£K	£K	£K	£K	£K
Admin Cost: Is spending in line with plan?					
Pay	132,767	132,681	69,162	70,755	(1,593)
GAE	69,476	79,090	35,103	39,232	(4,129)
Admin Costs	202,243	211,771	104,264	109,987	(5,722)
Admin Other	5,745	7,115	2,374	2,514	(140)
Total Admin Costs	207,988	218,886	106,639	112,501	(5,862)
Programme: Is spending in line with plan?					
Programme:	50,005	51,182	29,604	34,489	(4,884)
Net Resource Budget: Is expenditure and income within net resource limit?					
Admin Income	-51,923	-50,445	-26,498	-26,599	101
Programme Income	-5,721	-4,148	-1,818	-2,700	882
Total Income	-57,644	-54,593	-28,316	-29,299	983
Net Resource	200,349	215,475	107,927	117,691	(9,763)
Capital: Is spending in line with plan?					
Capital Spend (excluding capital sales)	3,750	3,577	1,300	2,152	(852)

Forecast	Budget	Variance
Outturn	For year	(+Or-)
£K	£K	£K
140,581	145,933	(5,353)
83,798	80,114	3,684
224,378	226,047	(1,669)
8,630	8,629	1
233,008	234,676	(1,668)
70,008	72,595	(2,587)
-52,198	-54,116	1,918
-4,005	-5,500	1,495
-56,203	-59,616	3,413
246,813	247,655	(843)
6,537	7,509	(972)

Forecast	Estimate	Variance
Outturn		(+Or-)
£K	£K	£K
140,581	147,529	(6,948)
83,798	71,161	12,637
224,378	218,690	5,688
8,630	8,629	1
233,008	227,319	5,689
70,008	60,000	10,008
-52,198	-51,000	(1,198)
-4,005	-3,319	(686)
-56,203	-54,319	(1,884)
246,813	233,000	13,813
6,537	9,300	(2,763)

Continues....

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Ownership of indicators: Finance Director.

5. Financial Management and Monitoring	End	End	Outturn	Budget	Variance	Forecast	Budget	Variance	Forecast	Estimate	Variance		
	2003/04	2004/05										To date	To date
	£K	£K	£K	£K	£K							£K	£K
HSE (including HSL)					(+Or-)								
Admin Cost: Is spending in line with plan?													
Pay	143,559	144,392	75,516	77,246	(1,730)	154,168	159,648	(5,480)	154,168	160,990	(6,822)		
GAE	74,954	88,346	40,660	44,707	(4,047)	94,870	91,063	3,806	94,870	80,893	13,977		
Admin Costs	218,513	232,738	116,176	121,953	(5,777)	249,038	250,711	(1,673)	249,038	241,883	7,155		
Admin Other	8,980	10,088	4,767	4,789	(23)	13,481	13,324	157	13,481	12,983	498		
Total Admin Costs	227,493	242,826	120,942	126,742	(5,800)	262,519	264,035	(1,516)	262,519	254,866	7,653		
Programme: Is spending in line with plan?													
Programme:	54,181	56,210	31,740	36,597	(4,856)	74,986	77,624	(2,637)	74,986	65,351	9,635		
Net Resource Budget: Is expenditure and income within net resource limit?													
Admin Income	-77,796	-74,373	-40,791	-39,142	(1,649)	-81,709	-83,475	1,766	-81,709	-78,547	(3,162)		
Programme Income	-5,722	-9,176	-3,954	-4,808	854	-8,984	-10,528	1,545	-8,984	-8,670	(314)		
Total Income	-83,518	-83,549	-44,745	-43,950	(795)	-90,693	-94,004	3,311	-90,693	-87,217	(3,476)		
Net Resource	198,156	215,487	107,937	119,388	(11,451)	246,813	247,655	(843)	246,813	233,000	13,813		
Capital: Is spending in line with plan?													
Capital Spend (excluding capital sales)	5,645	61,751	1,851	2,593	(742)	8,287	9,259	(972)	8,287	11,100	(2,813)		

Narrative:

Outturn to end of September and October Forecast outturn against Budget

1. HSE (excl HSL) Outturn to date compared to Budget is showing a Net Resource under spend of £9.763m which includes a £5.722m under spend on Payroll and GAE, £0.140m under spend on Admin Other, £4.884m under spend on Programme expenditure and an under recovery of income of £0.983m (Op Income £0.101m and Programme Income £0.882m).

The Forecast Outturn against Budget is showing a Net Resource under spend of £0.843m which is made up of a forecast Admin expenditure under spend of £1.668m, a forecast Programme expenditure under spend of £2.587m and a forecast under recovery of income of £3.413m.

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Continues...

The key points are:

- Admin is under spent mainly because of the delays in the HRST and EDRM projects (still expected to spend to forecast); the delayed occupation of Redgrave Court (costs reprofiled), and some recruitment slippage. The bulk of the under spend to date is forecast to be spent in the last half of the year.
 - The Programme under spend relates to external research (the forecast has been reduced accordingly) and some slippage in the profiled communications spend (expenditure plans being reviewed).
2. HSL's outturn is breaking even, HSE decided to provide £1.8m of transitional funding at the mid-year point, whilst the original budget profile didn't assume transitional funding until period 12. The current forecast is to break even against original budget.

The Traffic Light for outturn to date and forecast outturn against budget must be Amber/Green reflecting the slippage in expenditure and the level of risk this places on forecast accuracy.

Narrative: October Forecast Outturn against Estimate

3. The Estimate is as per the SR04 Settlement (£220m plus £13m Admin Other) and doesn't yet reflect the draw down of End Year Flexibility (EYF). HSE has earned EYF of:
- £17m Admin EYF earned pre 04/05;
 - £4m Admin EYF related to 04/05;
 - £10m Programme EYF related to 04/05;
 - £13m Capital EYF related to 04/05.

The HSE (excl HSL) position is showing a forecast net Admin overspend of £4.491m comprising an over spend on Admin expenditure of £5.689m offset by an over recovery of Admin income of £1.198m. This shortfall will be funded from EYF, as necessary, via the Spring Supplementary in December/January.

The forecast net Programme position shows a planned overspend of £9.322m in support of commitments such as Workplace Health Connect, additional research in support of the Strategic Programmes and the Communication Strategy. The figure comprises an expenditure over spend of £10.008m offset by an over recovery of Programme income of £0.686m. The shortfall will be funded from EYF, as necessary, via the Spring Supplementary in December/January.

4. HSE's three-year indicative allocation plans to make use of the Settlement and EYF balances. If forecasts are inaccurate at December HSE risks either wasting EYF or an Estimate breach.

The Traffic Light for forecast outturn against Estimate must be Amber/Green to reflect the level of risk within the forecast.

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Ownership of indicators: Deputy Chief Executive Ops

6. Allocating Resources to our operational priorities	End year		End year		2005/06							
	2003/04		2004/05		Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn
End 2nd Quarter 2005/06												
OPM B (1) % Resource (inspector time) committed to Strategic Programme as a proportion of that planned overall*												
FOD	60%	72%	60%	(G) 70%	100%	(G) 98%	100%	(G) 90%				
HID	100%	107%	100%	(G) 95%	100%	(G) 99%	100%	(G) 101%				
RI	60%	66%	60%	(A) 53.80%	60%	(R) 49.5% **	60%	(R) 50.9%				
NSD	30%	32.51%	100%	(G) 100%	100%	(G) 100%	100%	(G) 100%				
OPM (2) Proportion of total resources spent on frontline activity in accordance with OD plans												
FOD			54%	(G) 59%	62%	Not available	62%	(G) 61%				
HID			45%	(G) 46%	49.50%	N/A	49.50%	(G) 52%				
RI			N/A	N/A	N/A	N/A	N/A	N/A				
NSD			55%	(G) 55%	N/A	N/A	60%	(A/R) 57%				
FOD only - balance of resource committed to Proactive/reactive	54-46	59-41	54-46	(G) 59-41	60-40	See Q1 narrative	60-40	(G) 63-37				

* Target: 100% of planned figure

** A previously unidentified error in Q1 scorecard meant that RI status for OPM B1 was incorrectly awarded an Amber status.

Narratives:

RI: Red traffic light is due to the following:

(1) The improved capture of proactive inspection work and increased allocation of resource brought about by the new National Train and Freight Delivery Plan, plus recent reminders to inspectors about the need to keep timesheets and work recording inputs up to date, is now showing through in the OPM, which is 1.4% up from the previous quarter. This upward trend is not finished yet and is set to continue.

(2) Inspector numbers below cadre (currently 9) coupled with the irreducible work associated with transition to ORR, which diverts resources away from the programme.

NSD: OPM B (2) - Loss of frontline resources, both through retirements and resignations has hit the ability to continue to drive up the figure for productivity. More work is in hand to address the shortfall in front line resourcing. In the meantime NSD prime front line staff (site inspectors and assessment inspectors) are currently performing significantly ahead of planned proportion of time on "regulatory duties"; site inspectors are spending 90% of available time on duty holder specific work against a target of 80% and assessment inspectors spending 75% against a target of 70%. As part of the planned Directorate Regulatory Review process and the subsequent annual Career Development Review Group further consideration will be given the impact on productivity improvements of resourcing and resource allocation. OMT is due to take a more fundamental look at productivity measures in the New Year.

HID: None.

FOD: None

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Ownership of indicator: Finance Director

7. Recruit	End year	End year	2005/06			
	2003/04	2004/05	Quarter 1	Quarter 2	Quarter 3	Quarter 4
End 2nd Quarter 2005/06						
Occupancy of unfunded posts (the priority list)						
Total Number occupying unfunded posts across HSE*	(G) 7	(G) 0	(G) 1	(G) 0		
Length of time on list to placement in permanent post	13 weeks	N/A	N/A	N/A		
Success in filling agreed number of advertised posts within agreed timeframe	(G) 100%	(A) 76%	(A/G) 83%	(G) 92%		
Total Number of agreed posts advertised	(G) 69	(G) 286	(G) 26	(G) 28		
Total Number of agreed posts advertised filled ***	(G) 67	(G) 145	(G) 69	(G) 16		

Narrative:

There were 12-recruitment campaigns run in Q2, 11 were successfully filled within the agreed timescales, The remaining campaign was a regional Band 6 campaign which failed to attract any interest, it was then advertised within OGD – one applicant applied but later withdrew.

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Ownership of indicator: Finance Director

8 Retention of personnel	Turnover Rate 2003/04	Turnover Rate 2004/05	Turnover Rate Mid Year 2005/06	Turnover Rate End Year 2005/06
End 2 nd Quarter 2004/05				
Turnover rate by the principal 9 disciplines in HSE				
Admin	8.48%	9.60%	2.85%	
FAQ	3.72%	4.15%	1.91%	
Nuclear	2.34%	5.33%	1.18%	
Offshore	1.35%	8.03%	5.61%	
Other	13.86%	10.28%	5.71%	
Professional and Technical	20.00%	0.00%	0.00%	
Railway	8.47%	9.72%	4.51%	
Scientific	5.90%	8.87%	2.87%	
Specialist	5.24%	7.61%	4.85%	
Turnover rate for all staff	(G) 6.67%	(G) 7.87%	(R) 2.93%	

Narrative: Performance against the current tolerances set for this indicator show the outturn as Red this quarter. Although this is significantly lower than at the mid year point last year (4.04%) PD are aware of this issue and are content that with planned retirements, including the series of early retirements about to commence, that the overall turnover rate will rise to 6% – 7%, closer to our normal end of year position and a return to a green status.

Training indicators: to be developed	End Year 2004/05	2005/06			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Diversity in HSE	End Year 2003/04	End Year 2004/05	Target for 2008	2005/06			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Progress towards SCS Disability Targets 2006	1.85%	2.00%	3.7%	1.90%	2%		
Progress towards SCS Gender Targets 2006	22.20%	24.0%	37%	24.50%	22%		
Progress towards SCS Race Targets 2006	0%	1.80%	4%	1.80%	2%		

Ownership of indicator: Chief Executive.

9. Leadership

End 2nd Quarter 2005/06

Indicators are to be developed

Narrative:

- All members of the SCS have been involved in leadership development using a programme developed specifically for HSE. This has helped us to focus on the most important issues for HSE's development, and led to the identification of three key themes for action over the next 12 months at our SCS Leadership Meeting in early October. These are:
 - Ill Health.
 - Disciplined delivery
 - Making connections.
- The 'High Potential Leadership Event' that has been designed for selected Bands 1 & 2 staff is being delivered in Liverpool on the 17th November and in London on 23rd November and 1st December and involves substantive Board and Executive involvement.
- The recommendations contained in the report prepared by the Manager for Learning and Development on the Identification and Development of staff with leadership potential are being put into effect with better use being made of the 'Spats; Fast Stream and other Cabinet Office Schemes. The findings in this report are also being used to inform the Learning and Development strategy which is scheduled to be presented to the Board in December.
- The staff survey results have now been received for 2005 and contain a significant amount of information on staff perception and experience of leadership. These findings are being analysed and will be presented to the Board with recommendations for further ways to improve leadership. We are committed to addressing positively the issues arising from the staff survey when they are available.

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Ownership of indicator: Chief Scientist and Engineer.

10. Applying Science and Technology	End year	End year	2005/06			
End 2nd Quarter 2005/06	2003/04	2004/05	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Efficient use of S&T resources						
% Of resources spent on strategic programmes, core and horizon scanning compared with profile and business plan.	N/A	(G)	(G)	(G)		
Effectiveness of S&I activity						
% Of feedback showing effective utilisation of outputs and positive impact (or relevant surrogates) on associated outcomes.	N/A	(G)	(G)	(G)		
Horizon Scanning						
Systems in place for identifying and producing intelligence on emerging H&S issues and taking forward into further research for policy programmes.	N/A	(A)	(A/G)	(G)		

Note: The Office of Science and Technology will examine the balanced scorecard and suitable metrics as part of its review of HSE science. The Chief Scientist has also requested that we develop an indicator to track implementation of the Science Strategy.

Narrative:

Efficient use of S&T resources:

Figures for the end of September showed that the resource transactions for Research and Support to HSE and Research and Support to HSL totalled £20,045,417 (including transitional costs) and £18,293,917 (excluding transition costs).

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Following surrender of £3.5 m from the Science budget the agreed budget for the year is £40,283k (or £42,313k including transitional funding). This figure includes an estimate of approximately £3,500 k to fund the Fit 3 social science surveys.

The half year figures indicate an overall science spend of about £36,500k if a similar rate of spend is maintained for the second half of the year. The difference between this figure and the expected allocation of £40.3 million will be influenced by delivery of the social science surveys. Current commitment (based on contracted research, estimates for the Framework Agreement and HSL figures and projections) is about £38 million (94%).

The distribution of the budget between the science programmes is within about 75 % of the indicative allocations and similar to the first quarter, with the proportion of research and support placed with the Fit 3 programme being slightly less than expected and that with Mandatory and Overarching, Underpinning, Research and Support (OURs) being slightly greater.

Continues....

	Indicative		Quarter 2
	£		Actual
Fit 3	11,873	29.50%	22.20%
LA's	200	0.50%	1%
Major Hazards	6,000	15%	15%
Mandatory	13,500	33.50%	37%
OURS	7,710	19%	24.40%
LA S&T	1,000	2.50%	0.30%
Total	40,283	100%	99.9%

Although the actual spend with the Local Authorities S&T initiative is relatively low (£200k) over 26 projects are now in development with a committed spend of over £700k for 2005/06.

The tender for the new Framework Agreement for provision of Technical Services is almost completed and it is anticipated that contracts to new providers will be issued before the end of the year.

Table 1. Distribution of science allocations (£k) and %.

Effectiveness of S & I Activity:

Data to support this indicator are taken from responses to Questions 13-16 on Part 2 of the Project Record Form and analysis of narrative comments on Impact evaluation on Part 3 of the form.

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Data from 19 completed PRFs show that over 80% of projects (84%) fully met their objectives and over 85% were considered to be of good or excellent quality. Most project outputs were utilized in guidance (21%), informing future work (32%) or design (26%). Approximately 40% the projects completed in this quarter will require impact evaluation, which will take place between 6 months to 2 years after completion. Over 70% of the remaining projects were judged to be of medium or high impact.

Horizon scanning:

There has been further progress during the last quarter. Recruitment to the horizon scanning team is complete, it continues to build and extend networks and has agreed the HSL work plan. The Intelligence Group has agreed that the principle futures working method will be scenario building, to provide strategic advice to Strategy Division. A paper will be put to the Intelligence Group in November to agree the subject areas to be tracked. Papers on various subjects from HSE specialists (e.g. gene therapy) and from the HSL team (e.g. a demographic study of the workforce/business that will be developed over time to examine implications for the health and safety system of demographic and business trends and changes) have been put to the Intelligence Group for information and decisions on future action. Work continues to update the horizon scanning website. Progress reports will shortly be sent to the Board and Commission.

Ownership of indicator: (Finance Director.)

11. Applying Business Improvements (Main indicators)	End year	End year	2005/06			
	2003/04	2004/05	Quarter 1	Quarter 2	Quarter 3	Quarter 4
End 2nd Quarter 2005/06						
D/Ds with a business improvement/efficiency plan *	(G) 100%	(G) 100%	(G) 100%	(G) 100%		
Strategic projects In the Efficiency, Economy and Productivity Programme hitting key milestones *	N/A	N/A	(A/G)	(A/R)		
Strategic projects in the Efficiency, Economy and Productivity Programme hitting benefits realisation milestones *	N/A	N/A	(A/G)	(A/G)		
Overall collated efficiency savings achieved expressed as a % of the annual target *	(G) 6.10%	(G) 5.50%	(G) 25.46%	(G) 81.36%		
Cash releasing efficiency savings expressed as a % of total efficiency savings achieved *	N/A	(A) 46%	(G) 84.90%	(G) 82.77%		

* See next page for sub indicators and make up of overall collated efficiency savings:

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Continues....

11. Aplying Business Improvements Sub- indicators.				
End 2nd Quarter 2005/06	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic projects In the Efficiency, Economy and Productivity Programme hitting key milestones.				
COIN	(A/R)	(R)		
HRST	(G)	(G)		
EDRM	(G)	(G)		
Redgrave Court	(A/R)	(R)		

Strategic projects in the Efficiency, Economy and Productivity Programme hitting benefits realisation milestones.				
COIN	(A/R)	(A/R)		
HRST	(G)	(G)		
EDRM	(G)	(G)		
Redgrave Court	(G)	(G)		

Efficiency savings achieved by Work stream expressed as a % of the overall collated total achieved in the quarter.				
---	--	--	--	--

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Improving operational productivity	40.9%	3.88%		
Refocusing our policy, communications and standard setting functions on our strategic priorities	0%	0%		
Making better, more cost effective use of scientific and technological support (including research)	13.25%	6.03%		
Developing a leaner, more agile and more efficient back office	7.54%	11.85%		
Reducing the cost of acquiring and managing our assets and services (e.g. the estate, IT and other contracted services)	38.31%	78.24%		

Narrative:

Unplanned estate savings form the bulk of the total and are cash releasing. However, these savings have already been recycled to help with pressures elsewhere. Progress has been made in quantifying operational productivity gains and will be available for use in reporting in quarter 3. The large decrease between Q1 and Q2 productivity figures are due to a large portion of COIN savings being factored up front into Q1's figures. Policy Group are in the process of developing plans for the 'refocusing policy' work stream.

Ownership of indicator: Communications Director.

12.Profile					
End 2nd Quarter 2005/06	End 04/05	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Mori Data					
* Familiarity and favourability rating by public.	(G) 36% & 67%	N/A	N/A		
* Familiarity and favourability rating by employers.	(G) 67% & 74%	N/A	N/A		
* Familiarity and favourability rating by employees.	(G) 47% & 47%	N/A	N/A		
Favourability of media coverage - Positive: Negative					
National	(R) 1:1.1	(A) 1:1	(G) 3.5:1		
Regional	(G) 12:1	(G) 12:1	(G) 120:1		
Trade	(G) 17:1	(G) 72:1	(G) 25:1		

*Results due annually: March (Q4).

Narrative:

Dramatic increases in positive: negative coverage ratios in all types of press in July and August reflected the PR dimension of the Better Backs campaign and release of workplace fatalities data. Volumes dropped back in September with only the national media registering any volume increase. Unusually, trade press in September were the only media carrying negative messages.

Ownership of indicator: Communications Director.

13. Internal Communications					
End 2nd Quarter 2005/06	End 04/05	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Staff Feedback	R	A/R	A/R		

Narrative:

Staff survey results not yet published. Initial responses to exchange briefing system have been generally positive. Board visits and Strategy Road shows continued during the period. Staff survey will deliver feedback on awareness of and satisfaction with internal communications channels. But benefits of outreach efforts and new channels of communication may be offset in part by continuing concerns about pay settlements. Substantial improvements still needed with support from managers across HSE. New work underway in CD to use staff survey results to segment internal audiences and reinforce Pulse Panel as an attitude tracking system.

Ownership of indicators: Communications Director.

14. Stakeholder Engagement	2005/06				
End 2nd Quarter 2005/06	End 04/05	Quarter 1	Quarter 2	Quarter 3	Quarter4
Number of stakeholder engagement plans that are on target for delivery. <u>Aim Quarter 1</u> : all SE plans completed, in place and first action taken. <u>Aim Quarter 2</u> : all stakeholders starting to deliver SE plans.	Not available	A/R	A/G 25 Plans Complete.		
Measure of successful engagement with approximately c.30 key corporate stakeholders from the perspective of communication, behaviour (joint working opportunities) and attitude to HSE's role in health and safety.	Not available	From Q2 onwards	A/R		
Canvass views and feedback from MPs.	A	Not available	A/G		

Balanced Scorecard 2005-06

Annex to Paper B/05/070

Narrative:

Number of stakeholder engagement plans: 25 out of 30 plans complete, only one missing from priority 13 (CIA), invested to support HSE staff fulfil new roles (champions, lead contacts etc). Additional B3 and Band 4 posts in Stakeholder Engagement team have been agreed and approximately half these plans now being implemented.

Measure of successful engagement: difficult to judge ahead of Corporate Stakeholder perceptions, research study to start in December. Survey start delayed to take account of COSAS proposals.

MPs feedback: Increase in positive perceptions of HSE by MPs - 43% rated HSE as effective in June 05 (compared with 39% in November 04) despite influx of new of MPs at June election not touched by HSE outreach in recent months.