

**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), where a slight slippage has been seen. Due to the relatively small numbers of safety cases processed, a further two processed to time and quality standards would have moved the indicator to a Green status. The shortfall was due to staffing resource issues at the time and it is expected that the OPM will return to a Green status next quarter.
2. An Amber/Green status has been assigned to Delivering Worker Health and Safety Targets. Quarter 4 has been a busy period, with the reorganisation of HSE's Strategic Programme structures now complete and settling into place. The rating for the Fit for work, fit for life, fit for tomorrow (Fit3) Strategic Delivery Programme (SDP) is based on individual ratings for milestones achieved in the Programme Blocks and not actual progress with the Revitalising Health and Safety targets.
3. This progress has recently been discussed and agreed by HSE's Resource and Delivery Group (RDG). Both Fit3 (see Table 1 on page 5 of Annex 2) and the Strategic Enabling Programmes (STEPs) report largely positive progress overall in the fourth quarter.
4. The Injury, Ill health and Days Lost reduction work blocks have been assigned Amber/Green status, as has the Disease Reduction programme. The Construction programme has been assigned a Green status for performance in this quarter.
5. The Local Authorities and HSE Working Together (LA) STEP has been assigned a Green status this quarter, however, the Worker Involvement and Business Involvement STEP's have both been assigned an Amber/Green status. The Enforcement STEP programme is at early stage of development has produced a high-level programme plan and is establishing a small programme office.
6. Delivering Major Hazards has reported a Green status this quarter. This has been discussed and agreed by the RDG. Three elements of the Major Hazards SDP (offshore oil and gas, onshore chemicals and nuclear) remain Green, The indicator for the onshore chemicals sector continues to show year-on-year improvement and is consistently better than target. Nuclear and offshore sectors are also on track to hit target.
7. The figures for Rail have not been presented because, for the second time within 12 months, RSSB has modified its Safety Risk Model on which the

indicator is based. This prevents any meaningful comparison with previously reported figures. Railways Inspectorate (RI) is engaged in agreeing an improvement target that is relevant across the industry and which is stretching, achievable and can provide the basis for meaningful year-on-year comparisons. RI also continues to be very active with industry to ensure they deal with principal risks (level crossings and irregular working) and responds effectively to the recent increase in trackside deaths.

8. Due to current under performance in this important area, Delivering Health and Safety in HSE including sickness absence is discussed monthly at HSE Board meetings to ensure robust systems are in place to improve performance.
9. The number of reported injuries due to slip and trip incidents in HSE is assigned Red status. There has also been an increase in the number of RIDDOR reportable incidents on last quarter for both HSE and non-HSE staff.
10. The number of instances Sickness absence in HSE has slightly reduced this quarter, however the average days absence per staff year has slightly increased. This increase is due mainly to inclusion of the data for long-term absentees who have returned in this quarter.

### **Managing Resources.**

11. A continuing Green status is assigned to Financial Management and Monitoring, where HSE (excl HSL) indicative outturn compared to the December forecast (agreed by the RDG) shows a very small net resource variance of £0.295m (0.1%). The variance includes a £0.883m under spend against Payroll and GAE, an overspend of £0.119m on Admin Other, a small under spend of £0.416m on Programme and an income under recovery of £0.885m. The HSL indicative net resource outturn is within £0.044m of the December forecast and provided an accurate forecast for transitional funding from HSE.
12. The Final Estimate was agreed with the RDG in January 2005. HSE will not exceed the Parliamentary Estimate and the indicative outturn provides for EYF, which accords with the RDG plans. The HSL transitional funding has been supported by HSE and as such HSL have not exceeded their Parliamentary Estimate.
13. Allocating Resources to Priorities has been assigned a Green status this quarter with all sub indicators reporting good performance except for one. An Amber has been assigned due to slight slippage in Railway Inspectorate (RI) for the sub indicator measuring resources (inspector time) committed to Strategic Programmes as a proportion of that planned. This was due to a number of major incident investigations and involvement of front line inspectors in projects within the Rail Delivery Programme.

14. This Green status is based purely on the metrics currently available, which only cover operational priorities such as Strategic Programme and frontline working. The title of the indicator suggests that this is a pan-HSE metric, however, there are currently no objective means of assessing this indicator in non-operational areas. Subjectively, however we may consider applying an Amber/Red status to the indicator (denoting a problematic indicator requiring substantial attention, with some areas needing urgent attention).
15. Recruitment has a continued Green status. The number of posts that are not included in work plans across HSE remains at zero. There have been an unusually large number of posts advertised this quarter, which reflects recent board decisions to recruit trainee inspectors and policy advisers. Job offers are now being made to successful candidates and all the required posts will be filled.
16. A large number of specialist posts were advertised towards the end of the quarter, and Personnel Division (PD) are still in the process of offering posts - the results of these campaigns will be reflected in next quarters report.
17. The success in filling advertised posts within an agreed timeframe was reported at 76%. This was a consequence of missing publication deadlines in specialist journals for specialist inspector posts. The clock starts ticking at the time PD are notified of a need to recruit and occasionally the timing of the notification is out of sequence with the longer publication lead-times for some journals and magazines.
18. Retaining and Motivating has been assigned a Green status at the end of year point. There has been a significant increase from the very low overall turnover rate reported at the mid year point.

### **Continuous Improvement.**

19. Leadership has been subjectively assigned an Amber status in the fourth quarter as no indicators have yet been developed. The March SCS away day was successful in strengthening the senior team but further work is needed both with them and at Bands 1 and 2. Training has now been organised for the SCS and will shortly be rolled out.
20. As a result of the Band 1 & 2 Career Reviews, 77 members of staff at Bands 1 and 2 have been identified, with potential to progress to the SCS, whose development it is intended intend to support centrally. We are presently gathering intelligence both on previous and already identified development needs in order to define how we can best support them.
21. During March the DG, Chairman, Head of NSD and FOD NW Divisional Director presented a further round of sessions for staff in main and regional offices on the 'Big Picture' including progress with the HSC Strategy and the Business Plan. This has helped to reinforce the

commitment to increased visibility of HSE's Senior Leadership. The programme of visits to Directorates by individual Board Members has also continued. The Staff Attitude Survey has been brought forward from January 2006 to September 2005 to provide an early measure of the effectiveness of this and other Leadership Communication initiatives. The further protracted pay round and imposed settlement may possibly detract from the benefits of greater visibility.

22. A Green status has been applied to the Applying Science and Technology indicator. Overall this reflects the increased proportion of research to support the Fit3 programme, reduction in Major Hazard's research commitment (in line with the new Science Strategy) and significant new activities to support the Programmes. .
23. 75% of research projects undertaken have fully met their objectives. Of all Science and Technology projects undertaken 16% were linked to policy, 34% to standard setting, 39% to guidance. Approximately 26% of all projects informed further research.
24. Notable outcomes from research work have included: publication of research into factors motivating employers to comply with health and safety law. This research showed that combining interventions helps to motivate employers. Work is on going to develop new procedures for commissioning reactive support that will provide the combination of low bureaucracy and accountability sought by the Board.
25. New horizon scanning web site is in place to inform stakeholders of activities being undertaken by HSE and an internal site on the intranet aims to engage HSE staff. A Horizon Scanning Unit has been set up at HSL and a new Intelligence Group in HSE will oversee the process. Its membership will include representatives from DWP and LAs. This Group has had its first meeting and topics for first reports have been agreed - this will include working with DWP on demographic trends, especially the ageing population.
26. The indicator owner has agreed a Green status to Applying Business Improvements this quarter. The two most significant end of year indicators show a good achievement. 5.5% of the total administrative costs were realised as benefits. Of this 46% was cash releasing. A forward look is not, however, so favourable. Efforts to improve productivity have so far been much less successful than those to improve economy or efficiency. But we are likely to need a step change in productivity if we are to deliver our objectives and targets with our available resources. RDG will be discussing this in July.

## **Reputation.**

27. The Profile indicator continues to report good performance. Survey data shows an increase in familiarity of public (36%), employers (67%) and employees (47%) with HSE. Favourability ratings have held up well over the latter half of the year with increases in all of them except employer favourability (falling from 82% to 74%). HSE continues to enjoy higher familiarity and favourability ratings than the Food Standards Agency and the Environment Agency.
28. HSE's overall media coverage index continues to be healthy in the first two months of 2005. As before, the rating is good for regional and trade media, but evenly balanced between positive and negative coverage as regards the national media.
29. In the absence of any metric on which to base objective judgement, Internal Communications has subjectively been assigned a Red indicator by the indicator owner. The Cascade Briefing system was reviewed in February and an enhanced system will be introduced in the summer. The Pulse Panel continues to canvass views on key corporate issues, but will also be reviewed in the near future. It is intended to run a Staff Attitude Survey in September to compare results, particularly those on internal communication, with those from 2004.
30. Stakeholder Engagement has been assigned a Red status by the indicator owner. A large number of the engagement plans with c. 30 key Stakeholders remain at the drafting stage and some deadlines have been missed. Further effort working with lead contacts is required to bring the planning process back on track. It is hoped that then HSE can swiftly engage and develop key stakeholders with established common objectives, who actively promote areas for joint working, understand what HSE does and why and champion sensible Health and Safety.

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