

Delivering the Mission

	End 02/03	End 03/04	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1) Delivering Planned Work Justin McCracken.	G	A	G	G	G	G
2) Delivering Worker Health and Safety targets Jonathan Rees.	N/A	G	A	A	A	A/G ¹
3) Delivering Major Hazards PSA Justin McCracken.	N/A	A	A	G	G	G
4) Delivering Health & Safety in HSE Justin McCracken.	G	G	A	R	R	R

Managing Resources

5) Financial Management and Monitoring Vivienne Dews.	A	G	G	G	G	G
6) Allocating Resources to Priorities Justin McCracken/ Jonathan Rees.	G	G	A	G	A	G
7) Recruitment Vivienne Dews.	N/A	G	G	G	G	G
8) Retention of personnel. Vivienne Dews.	G	G	G	A	A	G

Continuous Improvement

	End 02/03	End 03/04	Quarter 1	Quarter 2	Quarter 3	Quarter 4
9) Leadership Timothy Walker.	N/A	R	A	A	A	A
10) Applying Science & Technology Dr Paul Davies.	N/A	G	G	G	G	G
11) Applying Business Improvements Vivienne Dews.	G	G	G	G	G	G

Reputation

12) Profile Colin Douglas.	N/A	A	A	A	G	G
*Trust & Reputation	N/A	A	A	A	N/A	N/A
13) Internal Communications Colin Douglas.	N/A	N/A	N/A	N/A	A	R
14) Stakeholder Engagement Colin Douglas.	N/A	A	A	A	A	R

*Subsumed into Profile Indicator

X = No Indicators yet developed.

¹ In accordance with a newly introduced pan-Government system, HSE will be moving to a new traffic light rating system in the next quarter. It will comprise making an appropriate selection from four traffic lights (Red; Amber/Red; Amber/Green; Green.). Indicator 2 above (Delivering Worker Health and Safety Targets) has already applied the new system as a requirement of reporting to a high-level DWP Board. An Amber/Green assessment denotes: "Mixed - aspect(s) require substantial attention, some good."

Ownership of indicators: Justin McCracken. DDG Ops.

1 DELIVERING PLANNED WORK	FOD	FOD	HID	HID	RI	RI	NSD	NSD
End 4th Quarter 2004/05	Plan	Outturn	Plan	Outturn	Plan	Outturn	Plan	Outturn
OPM A1 *								
Total number of safety cases etc* processed			310	303	N/A	82	102	79
Total number of safety cases etc* processed to time and Quality standards			310	303	N/A	76	102	79
% Safety cases etc* processed to time			100%	(G) 100%	100%	(A) 92.68%	100%	(G) 100%
OPM A2 **								
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
OPM C								
Total number of complaints reported	N/A	21,805	450	369	N/A	611	N/A	9
Total number of complaints followed up	N/A	20,681	405	356	N/A	587	N/A	9
% Complaints investigated	90%	(G) 95%	90%	(G) 96.5%	90%	(G) 96.07%	90%	(G) 100%
OPM D								
Total number of incidents reported		N/A	5,260	4,215	N/A	489	N/A	92
Total number of incidents that meet HSC criteria		4,306	301	194	N/A	488	N/A	92
Total number of incidents that meet criteria and were investigated		4,118	301	192	N/A	488	N/A	92
% Incidents that met HSC criteria investigated***	95%	(G) 99.0%	95%	(G) 99.0%	95%	(G) 99.80%	95%	100%
OPM E ***								

Number higher risk workplaces identified	N/A	599	N/A	N/A	N/A	N/A	N/A	N/A
Number higher risk workplaces receiving an intervention	N/A	583	N/A	N/A	N/A	N/A	N/A	N/A
% High hazard/risk workplaces receiving an intervention	100%	(G) 97%	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:

FOD narrative:

OPM E: number identified reduced from 600 to 599 as one was wrongly identified and was not in scope. 16 premises not visited due to closure, moving or continuing enforcement action (and, in one case, threat of violence).

NSD narrative:

None

HID Narrative:

None

RI Narrative:

OPM A1 (Safety Cases): The main reasons for delays in accepting the safety cases were lack of resources and staff on leave etc. The Acceptance Manager was on secondment to the RDP Risk Management project in the last financial year. That only left one inspector to do the acceptance work.

1 issue log was delayed due to the incorporation of issues from a previous material revision, 1 acceptance was 5 days late due to an assessor's bereavement, 3 acceptances were late due to a lack of resource in the assessment team (over the Christmas period) and 1 issue log was delayed as it failed the initial screen.

Ownership of indicators: Jonathan Rees. DDG POL

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
End 4th Quarter 2004/05									
Reduce Number of working days lost/100,000 workers from work related injury and ill health by 30% by 2010						RHS Mid-point			RHS End-point
No of working days lost/100,000 workers from work related injury and ill health		Baseline		No new data	170,000	153,000			126,000
		180,000*							
Reduce incidence rate of fatal and major injury incidents by 10% by 2010	Baseline					RHS Mid-point			RHS End-point
Incidence rate of fatal and major injury incidents	263.2	262.0	268.9	**	**	250.0			236.9
Reduce the incidence rate of cases of work related ill health by 20% by 2010	Baseline year					RHS Mid-point			RHS End-point
Incidence rate per 100,000 employees of cases of work related ill health	***		2,200		2,000***	2,000			1,800
Progress	See "Narrative on Delivering Worker Health and Safety targets" below								

*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 '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:

1. Q4 has been a busy period, with the reorganisation of HSE's Strategic Programme structures now complete and settling into place. The Strategic Delivery Programmes (SDPs) report largely positive progress overall. **Fit3's** Amber/Green status is based on individual ratings for achievement of milestones in the three programme blocks (Injury, Ill Health and Days Lost Reduction) and selected component programmes (Construction and Disease Reduction) - at this stage in the programme, Fit3 reports on delivery of milestones. CoSAS has worked hard with Fit3 to produce plans based on Intervention Logic Models (ILMs)¹. This will provide the analysis necessary to better inform what may have to be done to deliver the targets and the skills and resources likely to be needed. The Strategic Enabling Programmes (STEPS) also report good overall progress for Q4. The **Local Authorities and HSE Working Together (LA) STEP** is showing a Green status. Work continues to publicise the SoI (Statement of Intent) at local-levels, review the governance arrangements for HSE-LA liaison partnership, work with LA secondees to build strategic relationships and develop a communication plan (based upon recent stakeholder research). The **Worker Involvement** and **Business Involvement STEPs** both report an Amber/Green status*. The Worker Involvement STEP has delivered all milestones relating to the WSA Challenge Fund and is making good progress with work on research, communication and stakeholder engagement. The Business Involvement STEP reports good progress in work on promoting director responsibility, public reporting of health and safety performance and amending civil liabilities regulations. There have been some delays in the STEP's work on the Corporate Health and Safety Performance Index (CHaSPI) tool and on engaging large organisations.
2. **Enforcement STEP:** The purpose of this STEP is to ensure that 'formal enforcement activities' enable delivery of that part of our PSA targets covering conventional health and safety. The programme is at early stage of development. The programme team has produced a high-level programme plan and is establishing a small programme office.

Table 1

Fit3 – Q4 assessment by Programme Block/Component Programme

Fit3 – Programme Block/Component Programme	Rating – Q4 2004/05
Injury Reduction Programme Block	A/G*
Construction Programme	G
Ill Health Reduction Programme Block	A/G
Disease Reduction Programme	A/G
Days Lost (Public Services) Programme Block	A/G

An Amber/Green assessment denotes: "Mixed - aspect(s) require substantial attention, some good."

Ownership of indicator: Justin McCracken. DDG Ops.

¹ The Intervention Logic Model (ILM) is a performance management tool, based on the different stages of the delivery chain (i.e. input > output > initial outcome > intermediate outcome > final outcome). The ILM:

- Sets out the sequence of changes necessary to deliver outcome targets;
- Provides a framework for recording the specific activities and resources proposed to achieve these changes; and
- Identifies evidence to monitor whether a programme is on track to deliver.

Balanced Scorecard 2004/2005

3 Delivering Major Hazards PSA	Base Year	End year	End year	2004/05			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
End 4th Quarter 2004/05	2001/02	2002/03	2003/04				
Rail indicators							
SAFETY RISK INDEX	100	101.7	(G) 90.1	(A) 84.54	(R) 91	(R) 93.9	See narrative
Nuclear indicators							
Reports made to HSE by licence holders which indicate a challenge to nuclear safety	143	156	(G) 110	(G) 32	(G) 31	(G) 28	(G) 36
Offshore indicators							
Major and significant hydrocarbon releases	113	85	(R) 113	* (A) 16	* (G) 20	(G) 24	(G) 21
Onshore indicators (COMAH)							
Relevant RIDDOR reportable dangerous occurrences, e.g. unintentional explosions, failure of pressure systems	177	155	(G) 154	* (G) 37	* (G) 38	(G) 23	(G) 28

Narrative on Delivering Major Hazards PSA:

Three elements of the Major Hazards SDP (offshore, onshore 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.

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 meaningful comparison with previously reported figures. However, there has been an underlying average improvement of 5% per year against the baseline. 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.

Ownership of indicator: Justin McCracken. DDG Ops.

4 Delivering Health and Safety in HSE	End Year	End Year	End Year	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
End 4th Quarter 2004/05	2001/02	2002/03	2003/04	2004/05				
HSE's Board health and safety targets for HSE staff								
Number of DSE related IH1 forms received by Personnel.	N/A	N/A	50	<45	(A) 20	(A) 14	(R) 19	(A) 10
Number of reported injuries due to slip or trip incidents.	N/A	N/A	34	<30	(A) 11	(A) 9	(R) 13	(R) 13
Total number of RIDDOR* reportable incidents involving HSE Staff.	12	13	10	<10	(A) 3	(R) 8	(A) 4	(R) 5
Notification of Accidents and ill Health including non HSE staff								
Fatal injuries	0	0	0	N/A	(G) 0	(G) 0	(G) 0	(G) 0
Dangerous occurrences	2 [2 RIDDOR]	0	0	N/A	(G) 0	(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	(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]	(R) 8 (3) [8 RIDDOR]
Minor injuries	114	148	128	N/A	(G) 39 (4)	(G) 37 (6)	(A) 47 (6)	(R) 30 (4)
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)	(G) 33 (1)
Ill Health cases	129	158	101	N/A	(A) 38 [1 RIDDOR]	(A) 30 [1 RIDDOR]	(A) 29 [2 RIDDOR]	(R) 30
Total reported incidents	328	405	331	N/A	(G) 95 (6)	(G) 109	(A) 127 (6)	(R) 101 (8)
Sickness Absence								
Number of instances of absence during quarter	6534 (Total)	7152 (Total)	(A) 6672 (Total)	N/A	(G) 1298	(A) 1332	(R) 1761	(A) 1752
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	(A) 8.75

***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 misses are encouraged.

Continues....

Narrative on Delivering Health & Safety in HSE:**RIDDOR reports:****HSE Staff:**

Over 3 day injuries:

- Slipped/tripped during site inspection and sprained left ankle.
- Tripped in office and fell into cabinet causing bruising. IP has eye condition, which may have contributed to accident.
- Walking on icy site road when IP slipped and twisted back.
- Went over on ankle on bottom step leading to kitchen area and IP fell to ground damaging ligaments in foot.
- IP was one of four staff moving lifting frame and experienced severe lower back pain and stiffness.

Non-HSE:

- Lost balance when entering lift due to floor level being lower than normal and twisted muscle in back.
- Back was jarred when lift stopped suddenly between floors, which, shook violently.
- Pulled back whilst moving boxes – IP has existing condition.

The monthly Health & Safety Board report for May to include discussion on slips/trips and RIDDORs.

Progress and review of targets was discussed at the March 05 CHSC. It was agreed to undertake an analysis of accident reports at year-end and report back to the July Corporate Health and Safety Committee).

Revision to the ACC1 (accident) and IH1 (ill health) report forms is in progress to capture wider implications, lessons learned and to encourage safety rep involvement at an early stage.

Communication programme to raise the profile of H&S in HSE is continuing e.g. supplement in Express, H&S posters. The intranet site is currently being revamped to make it a more user friendly.

Sickness Absence:

Awaiting

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

5 Financial Management and Monitoring (2004/05)	2003/04	December Forecast	Indicative Outturn	Variance	Final Estimate	Indicative Outturn	Variance
HSE (excluding HSL)				(+Or-)			(+Or-)
	£K	£K	£K	£K	£K	£K	£K
Admin cost: is spending in line with plan?							
Pay	132,767	132,907	132,681	-226	146,706	132,681	
GAE	69,476	79,747	79,090	-657	69,124	79,090	
Admin Costs	202,243	212,654	211,771	-883	215,830	211,771	-4,059
Admin Other	5,745	6,996	7,115	119	8,064	7,115	-949
Total Admin Costs	207,988	219,650	218,886	-764	223,894	218,886	-5,008
Programme: is spending in line with plan?							
Programme	50,005	51,598	51,182	-416	61,524	51,182	-10,342
Net Resource Budget: is expenditure and income within net resource limit?							
Admin Income	-51,923	-51,024	-50,445	579	-51,024	-50,445	579
Programme Income	-5,721	-4,454	-4,148	306	-4,454	-4,148	306
Total Income	-57,644	-55,478	-54,593	885	-55,478	-54,593	885
Net Resource	200,349	215,770	215,475	-295	229,940	215,475	-14,465
Capital: is spending in line with plan?							
Capital Spend (excl capital sales)	3,750	4,338	3,577	-761	6,964	3,577	-3,387

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5 Financial Management and Monitoring (2004/05)	2003/04	December Forecast	Indicative Outturn	Variance (+Or-)	Final Estimate	Indicative Outturn	Variance (+Or-)
HSE including HSL							
		£K	£K	£K	£K	£K	£K
Admin cost: is spending in line with plan?							
Pay	143,559	144,626	144,392	-234	158,424	144,392	
GAE	74,954	88,516	88,346	-170	77,893	88,346	
Admin Costs	218,513	233,142	232,738	-404	236,317	232,738	-3,579
Admin Other	8,980	10,151	10,088	-63	11,252	10,088	-1,164
Total Admin Costs	227,493	243,293	242,826	-467	247,569	242,826	-4,743
Programme: is spend in line with plan?							
Programme	54,181	56,560	56,210	-350	66,486	56,210	-10,276
Net Resource Budget: is expenditure and income within net resource limit?							
Admin Income	-77,796	-74,699	-74,373	326	-74,699	-74,385	314
Programme Income	-5,722	-9,416	-9,176	240	-9,416	-9,176	240
Total Income	-83,518	-84,115	-83,549	566	-84,115	-83,561	554
Net Resource	198,156	215,738	215,487	-251	229,940	215,475	-14,465
Capital: is spending in line with plan?							
Capital Spend (excl capital sales)	5,645	62,306	61,751	-555	75,091	61,751	-13,340

Narrative:**Indicative Outturn compared to December forecast:**

- The 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.

The Traffic Light for indicative outturn against December forecast must be Green.

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

- The Final Estimate was agreed with the Resources and Delivery Group (RDG) in January 2005. HSE will not exceed the Parliamentary Estimate and the outturn provides for the following EYF (which accords with the RDG plans):
 - Admin EYF earned is £4.429 (£5.008m less £0.579m) but limited to £4.244m as forecast in December (DWP penalty);
 - Programme EYF earned is £10.036m (£10.342m less £0.306m);

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- Capital EYF earned is £3.387m restricted to £2.626m for HSE as forecast in December (DWP penalty) plus the HSL earned underspend of £10.002m restricted to £9.954m (DWP Penalty) equals £12.58m.
2. The HSL transitional funding has been supported by HSE and as such HSL have not exceeded their Parliamentary Estimate.

The Traffic Light for indicative outturn against Estimate must be Green.

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
OPM B (1) % resource (inspector time) committed to Strategic Programmes as a proportion of that planned overall*												
FOD	60%	63%	60%	72%	60%	(G) 67%	60%	(G) 68%	60%	(G) 71%	60%	(G) 70%
HID			100%	107%	100%	(A) 89%	100%	(G) 95%	100%	(G) 95.16%	100%	(G) 95%
RI			60%	66%	60%	(A) 53%	60%	(G) 59%	60%	(G) 58%	60%	(A) 53.80%
NSD			30%	32.51%	30%	(G) 30.06%	100%	(G) 100%	100%	(G) 100%	100%	(G) 100%
OPM B (2) Proportion of total resources spent on frontline activity in accordance with OD plans**												
FOD					N/A	N/A	52%	(G) 54%	N/A	N/A	54%	(G) 59%
HID					N/A	N/A	43%	(G) 45%	43%	(G) 46%	45%	(G) 46%
RI					N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NSD					N/A	N/A	55%	(G) 58%	55%	(G) 57%	55%	(G) 55%
FOD only - balance of resource committed to Proactive/reactive*	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	(G) 59-41

*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.

Continues...

RI: Narrative:

The major incident investigations during 2004/05 such as Tebay and Hendnesford diverted resource from our planned intervention plans activities. Throughout 2004/05 front line inspectors have been heavily involved in the workshops and project work for the Rail Delivery Programme (RPD). Coupled to this was the fundamental re-organisation of RI following the completion of the major RDP projects. The new roles within the organisation such as topic leaders also impacted on our front-line delivery during Q3/4. The benefits for the reorganisation should provide a better targeted risk based inspection scheme during 2005/06 and beyond. Considering the demands placed upon the front-line resource they still managed to deliver the key intervention plans for NWR and our other major duty holders.

NSD Narrative: None

HID Narrative: None

Ownership of indicator: Vivienne Dews Resource Planning Directorate.

7. Recruitment	Baseline	End Year	2004/05			
End 4th Quarter 2005/06	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 Rose Court	8	(G) 3	(G) 1	(G) 0	(G) 0	(G) 0
Total Number occupying unfunded posts in Bootle	10	3	(G) 1	(G) 1	(G) 0	(G) 0
Total number occupying unfunded posts across HSE	18	(G) 7	(G) 2	(G) 1	(G) 0	(G) 0
Length of time on list to placement in permanent post	N/A	13 weeks	25 weeks	N/A	N/A	N/A
*Success in filling agreed number of advertised posts within agreed timeframe		(G) 100%	(G) 100%	(G) 100%	(G) 100%	(A) 76%
**Number of agreed posts advertised	N/A	(G) 69 (Total)	(G) 12	(G) 42	(G) 69	(G) 163
Number of agreed posts advertised filled	N/A	(G) 67 (Total)	(G) 18	(G) 47	(G) 67	(G) 13

Narrative on Recruit:

*Chief Press Officer – Successful candidate withdrew at the last moment.

**Posts advertised include - 15 Band 3 Specialists, 15 Policy & Delivery Managers, 60 Band 4 Trainee Inspectors and 24 NSD Specialist Inspectors.

The amber traffic light is a consequence of missing publication deadlines in specialist journals for specialist inspector posts. The clock starts ticking at the time Personnel 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.

The unusually large number of posts advertised this quarter reflects recent board decisions to recruit trainee inspectors and policy advisers. We are now making job offers to successful candidates, we will fill all the required posts.

Also a large number of specialists were advertised towards the end of the quarter, we are still in the process of offering posts - the results of these campaigns will be reflected in next quarters report.

Continues....

Board members have recently received a specific report on recruitment activities. The main messages were:

Overall we are still attracting significant levels of interest and numbers of applicants, the exceptions are ergonomists. We seem to be less successful in attracting sufficient suitable (for interview and appointment) candidates for a range of technical specialists.

Both the recent policy advisers and trainee inspector campaigns were run exclusively online; the posts were advertised on HSE's website, applications were made online; we also introduced online ability testing and a degree of online sifting.

We are preparing to run an internal campaign for "grow your own" Band 3 Human Factors specialists. Existing staff will be invited to apply for a further education and training programme leading to an MSc and full membership of the Ergonomics Society.

Anecdotally we seem to be attracting the same standard candidates for both band 5 and band 4 policy jobs in London. We could consider applying the Band 4 trainee inspector approach to policy advisers. We could recruit at band 5 with a guarantee (subject to performance) of promotion to Band 4 after a period of training and development.

Ownership of indicator: Vivienne Dews. Resource Planning Directorate.

8 Retention of personnel	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 4th Quarter 2004/05					
Turnover rate by the principal 9 disciplines in HSE					
Admin	9.00%	10.30%	8.48%	5.25%	9.60%
FAQ	4.60%	3.90%	3.72%	2.42%	4.15%
Nuclear	3.10%	6.00%	2.34%	1.76%	5.33%
Offshore	5.40%	3.00%	1.35%	2.01%	8.03%
Other	11.00%	12.20%	13.86%	5.16%	10.28%
Professional and Technical	5.60%	102.20%	20.00%	0.00%	0.00%
Railway	11.30%	10.40%	8.47%	5.48%	9.72%
Scientific	7.20%	8.40%	5.90%	3.29%	8.87%
Specialist	4.30%	1.50%	5.24%	4.12%	7.61%
Turnover rate for all staff	7.20%	8.20%	(G) 6.67%	(R) 4.04%	(G) 7.87%

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

Diversity in HSE	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%	2.00%
Progress towards SCS Gender Targets 2005	25%	22.20%	29%	24.50%	21.43%	21.43%	24.0%
Progress towards SCS Race Targets 2005	0%	0%	1.80%	0.00%	0.00%	0.00%	1.80%

Narrative on Retain and Motivate: None

Ownership of indicator: Timothy Walker. DG.

9 Leadership

End 4th 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 – certainly by specialists and some long serving staff. Increased face-to-face contact with staff is in hand to counter this but more support is needed for and from middle managers. The coordinated programme of visits, open meetings and improved internal communication should help, as will FOD's team leader events.

There was an unsatisfactory end to the pay round which may exacerbate the industrial action which many staff want to bring to an end. We need to find ways of engaging Prospect in constructive discussion on long-term pay reform. In any case we need to get the balance of support well over 50% to make the changes self-sustaining.

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.

The changes to HSE's governance arrangements announced in September are taking effect. The Resource and Delivery Group has met regularly and an away day has been arranged to improve its performance.

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 – 68 questions were received on the site, 45 of which have been replied to.

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 HSC/HSE Strategy and Business Plans. 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.

As a result of the Band 1 & 2 Career Reviews, we have identified 77 members of staff, at Bands 1 and 2 with potential to progress to the SCS, whose development we 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.

Continues...

The Cabinet Office recently undertook a Skills and Leadership survey of all senior civil servants. Overall the perceptions of leadership from leaders at respondents' level and above were less positive than their perception of leadership from leaders below their level. There also appeared to be a large gap in perceptions of the effectiveness of leadership between the SCS and staff below SCS level across the Civil Service with SCS members being far more positive than other staff. HSE's SCS response was broadly in line with the Civil Service wide outcome.

Key strengths identified were:

- Confidence in skills including leadership skills
- Treating colleagues with respect
- Encouraging teamwork
- Training and development opportunities

Key areas for improvement identified by the survey were:

- Perceptions of the effectiveness of leadership across the Civil Service and difference in perception between the SCS and other Civil Service staff
- Performance management and managing poor performance
- Managing change effectively

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)	DISCONTINUED SEE OVER		
(ii) Numbers of staff, especially policy staff, attending training on Guidelines 2000		(A)	(G)	DISCONTINUED SEE OVER		
(iii) CSA satisfied with HSE implementation of his Guidance		(G)	(G)	DISCONTINUED SEE OVER		
% Of spend on work assessed as high priority by the S&I Blocks.		(G)	(G)	DISCONTINUED SEE OVER		
% 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)	DISCONTINUED SEE OVER		
% 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)	DISCONTINUED SEE OVER		

Indicators discontinued – see new w.e.f 2nd quarter below:

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
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 S&I 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 or policy programmes.			N/A	(A)	(A)	(A)

New Indicators apply w.e.f. 2nd Quarter.

4th quarter out-turn figures for resource spend and commitment against plan:

Health & Safety Hazards 17% actual v 13% plan
 Sectors 3% actual v 5% plan
 Major Hazards 21% actual v 23% plan
 Better Health at Work Partnerships 2% actual v 3% plan
 Local Authorities A 1% actual v 1% plan
 Mandatory activities 37% actual v 37% plan.
 OURs Core Proactive. 17% actual v 13% plan
 Communications 2% actual v 5% plan.

Narrative:

The increased spend on H&S Hazards reflects an increased investment in research to support the Fit 3 strategic programme. The slight reduction against planned spend for major hazards is consistent with the pattern seen in the previous quarter and reflects the objective of the Science Strategy to reduce spend in the major hazards area.

Continues...

OURs communications, BHAW and LA have small budgets compared with the total (totalling 9% of planned research). The small fluctuations in actual spend recorded this quarter compared with last quarter reflect reallocation of research between programmes by managers rather than a fall in research commitment. (E.g. reallocation of research projects to the OURs programme which sees an increase in proactive core compared with the previous quarter.) .

The recruitment of social scientists in CoSAS and the work to develop Programme Support Teams should boost the capability of the Strategic Programmes to act as informed customers for analytical science. Systems have been put in place for the LAs to use the £5m, which has been made available over the next 4 years to enable them to make more use of science, especially HSL expertise. Overall the GREEN light reflects the increased proportion of research to support the H&S hazards/Fit 3 programme, reduction in Major Hazards commitment and significant new activities to support the Programmes. .

Effectiveness of S&I activity:

Data from completed Project Record Forms show that over the year (60/84 old database and 49/62 (new data base) = 75% of completed projects fully met their original objectives. Combining data from two sets of records showed that the spread of research was approximately 34% supporting standards, 39% guidance, and 16% policy and, where data are available approximately 26% of projects inform future research.

An example of notable research published in this quarter is the publication of research into factors motivating employers to comply with health and safety law. This research showed that combining interventions helps to reinforce the motivation for improving health and safety, confirming the approach set out in the strategy.

Work is on going to develop new procedures for reactive support that will provide the combination of low bureaucracy and accountability sought by the Board.

The Science Strategy has been subject to external consultation and is shortly to be presented to the HSC.

Horizon Scanning:

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.

Suggest AMBER because there has been significant progress in this quarter with the establishing of the Intelligence Group and Horizon Scanning Unit at HSL. It will take some time before products are produced but agreeing topics and developing arrangements to work with DWP reflects significant progress.

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 4th Quarter 2004/05						
1.) % Of D/Ds with a significant and balanced business improvement programme		(G) 100%	(G) 75%	(G) 100%	(G) 100%	(G) 100%
2.) % Of strategic projects hitting key milestones whilst in development		N/A	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%	(G) 100%
4.) % Of strategic delivered projects hitting benefit milestones		N/A	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%	(G) 5.5%
6.) Cash releasing BI savings expressed as a % of total benefit savings achieved		N/A	N/A	(G) 85%	(G) 83%	(A) 46%

Narrative on Applying Business Improvement:

New indicators will be used for 2005/06 aligned to HSE's Efficiency, Economy and Productivity Programme. They will include reporting on strategic programmes/projects hitting planned key milestones, including realisation of benefits. A new approvals process will be introduced early in 2005 subject to RDG approval. HSE's 5% efficiency savings target has been exceeded for the third year running. It is the first year of reporting cash releasing savings as a percentage of total savings. The end of year result is a good achievement and an indicator that the 50% target for 2005/06 is attainable.

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.

Further information regarding these efficiencies state the main sources of benefit as:

- Major property events across the estate savings from purchasing;
- A 20% reduction in proactive core work in Corporate Topic Groups - staff have been released to frontline work;
- Payroll and GAE savings from creation of Operational Support Unit, Resource and Planning Directorate (RPD) Support Unit, etc
- Permanent Transfer Expense savings
- Reviews of Procurement including Library Information Services and Records Management
- VFM savings from purchasing.

Ownership of indicator: Colin Douglas. Communications Director.

12. Profile	End Year	2004/05			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
End 4th Quarter	2004/05				
Mori Data					
*Familiarity and favourability rating by public.		N/A	N/A	N/A	36% & 67%
*Familiarity and favourability rating by employers.		N/A	N/A	N/A	67% & 74%
*Familiarity and favourability rating by employees.		N/A	N/A	N/A	47% & 47%
Favourability of media coverage – Positive: Negative					
National		N/A	N/A	(A) 1:1	(R) 1:1.1
Regional		N/A	N/A	(G) 9:1	(G) 12:1
Trade		N/A	N/A	(G) 11:1	(G) 17:1

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

Narrative on Profile:

Public - Familiarity stable with 36% familiar with HSE in Feb 2005 and 2004; favourability rating up from 63% to 67%, compared to 64% for EA and 55% for FSA

Employers - Familiarity score increased over the year from 64% to 67% but favourability down from 82% to 74%. CEO ratings are both much higher - 87% familiarity and 91% favourability (compared to 36% for FSA and 76% for EA).

Employees - Slight increase in familiarity and favourability (up from 45% to 47%) over the year.

Familiarity and favourability ratings have held up well with increases in nearly all of them except employer favourability. It is not clear why this should be down - if it indicated a loss of reputation among employers we would expect to see a lower favourability score among CEOs. But the CEO survey was new this year so there is no comparable CEO data for last year on which to base a judgement. HSE continues to enjoy higher familiarity and favourability ratings than Food Standards Agency and Environment Agency.

Continues....

As measured by the Echo media analysis, HSE's overall rating continue 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. 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.

Paddling pool safety and the number of supervisors at swimming pools were issues on which we reacted vigorously, while our launch of a website giving advice on organising outings for young people (stemming from the Glen ridding Beck incident) was extremely well reported, especially in the North West. Also well reported was an HSC/E seminar on the 'compensation culture', at which Lord Falconer said the Government would bring in controls on claims managers; Bill Callaghan's message on a sensible approach to health and safety and the management rather than the elimination of risk was also well reported.

Fears that the Construction Summit might receive negative coverage receded as considerable work was done to promote the event and keep the trade press fed with stories. Good and sympathetic coverage was also achieved in relation to a case in the North East in which a builder assaulted an inspector. Consideration of lines to take following the introduction of the Freedom of Information Act began to play a part in the work of the Press Office; in particular, an Oxford family continued to press for information on the death of their son at a railway station, but the Act still does not permit us to release it. Other activity included presswork to support the Business Case for health and safety, and rebutting a variety of misleading articles and letters about the Work at Height Regulations.

Ownership of indicator: Colin Douglas. Communications Director.

13. Internal Communications	End year	2004/05			
End 4th Quarter 2004/05	2004/05	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Staff Feedback				A	R

Narrative on Internal Communications:

Staff Attitude Survey to be run in September will carry a set of questions on internal communications to compare with 2004 results

The Cascade Briefing system was reviewed in February '05. An enhanced system will be introduced to managers and staff in the summer. The final Cascade Briefing in the current format was issued in two parts at end March /start April '05. The topics were the Big Picture and the new Workforce Strategy. Initial feedback on the Big Picture has been very positive from both managers and staff. However, it is probably too soon for feedback on the second part of the briefing.

The view of the Pulse Panel on Cascade Briefing was taken into account as part of the review. They were also consulted during the development of the Big Picture. The Pulse Panel will be reviewed. In the meantime, a programme of topics for discussion around key corporate issues/subjects is being drawn up.

Ownership of indicator: Colin Douglas. Communications Director.

14.Stakeholder Engagement	End year	2004/05			
	2004/05	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<ul style="list-style-type: none"> 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 				Not yet available.	Not yet available
<ul style="list-style-type: none"> Actions planned with key corporate stakeholders. 					
<ul style="list-style-type: none"> Canvass views and feedback from MPs 				(A) 39%	(A) 39%

Narrative on Stakeholder Engagement:

Monitoring of relationships with key corporate stakeholders:

Tracking of progress can commence only once plans are in place.

Actions Planned with key Corporate Stakeholders:

Formal planning is making progress; a consultant from COI has been working with lead contacts to develop plans. However insufficient time was invested in this process. The great majority of plans remain at the drafting stage and deadlines have been missed. This indicator is therefore red.

Parliamentary monitoring:

The MPs survey data is carried over from Quarter 3; the next survey is planned for June 05. We anticipate a temporary drop in our rating as new MPs, who will not have had contact with HSE, enter parliament. A great deal of planning has been carried out to ensure that contact is established rapidly after the election and then sustained.