

**SCOTTISH PARLIAMENTARY SERVICE
ORGANISATIONAL PERFORMANCE FRAMEWORK**

Executive summary

1. This paper invites the SPCB to note the progress made in relation to high level strategic performance monitoring since the last update on 21 March 2012.
2. The SPCB is invited to agree to the proposed format and timing for the introduction of performance reporting against the new strategic plan.

Contact: Ken Hughes, extension 85163.

Background

3. The new approach to Strategic Planning was agreed at the SPCB meeting on 28 September 2011 and the revised plan for 2012-13 was agreed by the SPCB on 21 March 2012 (attached at **Annex A**). At the same meeting the SPCB were asked to note the development work on the 'Organisational Performance Framework' (OPF) and that they would be asked to approve the OPF when finalised.
4. The OPF comprises high level strategic performance indicators whereby we seek to improve accountability and performance. This is a new approach for the Scottish Parliamentary Service and provides us the opportunity of bringing the main elements of strategic governance into one framework for the first time. The current version of the OPF is attached at **Annex B**.

Reporting Operational KPIs

5. An illustration of the proposed style and content of how the OPF will be reported has been attached at **Annex C**. The data does not reflect the current organisational performance.
6. Once the formal reporting process commences the OPF will be accompanied by a narrative report which provides an analysis of organisational performance at that time.
7. The report is structured so that all the headline statistics are shown on the front cover page for ease of reference. More detailed breakdown data and information is provided behind this. Any backup information would be brief but sufficient to inform discussion on strategic issues of importance.
8. A separate paper is being presented to the SPCB to discuss specifically a mechanism for the collection of information from Members.

Reporting Timetable

9. The reporting timetable for the OPF will be quarterly.

Reporting period:	SPCB
April – June	July: report issued by correspondence
July – September	November
October – December	February
January – March	June

10. Reports provided throughout the year will demonstrate the performance for the previous quarter and will also list the previous quarters in that year which will enable the SPCB to see the trend analysis 'at a glance'. At the meeting in June each year the SPCB will also be presented with an annual report which will provide an analysis of the full year.

11. If the SPCB is content with the proposals, the first OPF report to be considered will be at the November 2012 meeting of the SPCB covering the period July – September 2012.

Evaluating the OPF

12. The OPF will develop over time. It is envisaged that it will have 2 key uses: 1) to provide a 'snapshot' of the previous 3 months organisational performance, and 2) to analyse trends.

13. The Leadership Group will carry out a formal evaluation of the OPF in May 2013, which will subsequently be reported to SPCB.

Resource Implications

14. Resource implications for the activities listed in the Plan and the on-going development and monitoring of strategic performance indicators have been factored into local operational planning.

Governance issues

15. The Strategic Plan and the associated planning, monitoring and reporting processes that go along with it are an intrinsic part of good governance.

16. This process involves alignment of other processes such as office plans, the strategic risk register, compliance and project/programme management into one cohesive format.

Publication Scheme

17. Once the approach to the OPF is agreed, this paper will be published on the Scottish Parliament website.

Decision

18. The SPCB is invited to:

- Agree to the proposed format of the Operational Performance Framework Report
- Agree the timetable for reporting and that a review of the effectiveness of the report be brought forward in June 2013

Ken Hughes
Assistant Clerk/Chief Executive
June 2012

The Scotland Act 1998	The Scottish Parliamentary Corporate Body shall provide the Parliament with the property, staff and services required for the Parliament's purposes				
Our Vision	A Parliament responsive to the needs and aspirations of the people of Scotland				
Our Purpose	To support, enable and promote the work of our Parliament and its Members				
We Value	Integrity	Accessibility	Respect	Efficiency	Agility
Success for...	Parliamentary Business	Members	Public	The Parliamentary Service	
... Means	<ul style="list-style-type: none"> • Business programme delivered • Robust legislative process • Thorough scrutiny • Being an influential forum for debate 	<ul style="list-style-type: none"> • Members can fulfil their parliamentary and representative roles 	<ul style="list-style-type: none"> • Understand what Parliament and its Members do • Feel encouraged to get involved • Believe we are open about our work • Confident we reach out to their communities 	<ul style="list-style-type: none"> • Proud to work for the Scottish Parliament • Recognised for our high performance in delivering services 	
Plans and strategies 2011-2016	<ul style="list-style-type: none"> • Support Parliament in consideration and implementation of the parliamentary reforms • Improve the committee inquiry process • Strengthen links between outreach and committee business • Effective response to changes in Parliament's powers • Support the SPCB in reaching a decision on the external security facility 	<ul style="list-style-type: none"> • Improve IT services to local offices • Ensure services continue to enable and support Members effectively, following the Change Management Programme and the parliamentary reform agenda • Implement our approach to information management and systems 	<ul style="list-style-type: none"> • Develop and implement the Engagement Strategy • Develop and implement the Web and Online Strategy 	<ul style="list-style-type: none"> • Continually develop our staff to excel in their roles • Invest in our managers through the Leadership Network and Academy • Engender a culture of continuous improvement & collaborative working • Efficiency targets delivered as planned 	

Success for ...	Parliamentary Business	Members	The Public	The Parliamentary Service
Means...	Business programme delivered, robust legislation, thorough scrutiny, being an influential forum of debate	Members can fulfil their Parliamentary and representative roles	Understand what Parliament and its Members do, feel encouraged to get involved, believe we are open about our week, are confident we reach out to their communities	Proud to work for the Scottish Parliament, recognised for our high performance
Key Operational Activities	<p>Providing the necessary facilities and support required for 'effective functioning' of parliamentary business</p> <p>Ensuring that the business of Parliament can continue with minimum disruption</p>	Providing high quality services required to effectively support Members and their staff	<p>Supporting and promoting public engagement activity at Holyrood</p> <p>Supporting Members in promoting local engagement activity</p> <p>Providing accessible, accurate and timely information and communication with the public about the Parliament, its Members and its work</p>	<p>Complying with all of our legal responsibilities</p> <p>Recruiting and supporting high quality staff</p> <p>Producing comprehensive financial, performance and risk reporting</p>
How we will demonstrate success	100% parliamentary business takes place as a scheduled - Quarterly (David McGill/Ken Hughes)	Members Feedback: mechanism to be agreed with LG on 29 February 2012	<p>Bi-Annual surveying of general public to determine the shift in attitudes on the 4 Engagement Strategy KPIs (openness/participation/reaching out/understanding).</p> <p>Annual reporting on the impact of activities organised at Holyrood and via outreach in local communities: to be agreed by PEB.</p> <p>(Michelle Hegarty, Ken Hughes, Jerry Headley and Alan Balharrie)</p>	<p>Outturn against budget for financial year within target range - 0-5% under, quarterly (Derek Croll)</p> <p>% of strategic activities on track based on RAG status in LG Portfolio – Quarterly (Derek Croll)</p> <p>Compliance Monitoring report – Quarterly RAG status (Lynda Towers)</p>
<p>How we will improve our delivery of these activities:</p> <p>Plans and Strategies 2011-16 monitored through the quarterly LG Portfolio</p>	<ol style="list-style-type: none"> 1) Support Parliament in the consideration and implementation of parliamentary reforms 2) Improve the Committee inquiry process 3) Strengthen links between outreach and Committee business 4) Effective response to changes in Parliament's powers 5) Support the SPCB in reaching a decision on the visitor screening facility 	<ol style="list-style-type: none"> 1) Improve IT services to local offices 2) Ensure services continue to enable and support Members effectively, following office reviews and parliamentary reform agenda 3) Implement the information Management Strategy 	<ol style="list-style-type: none"> 1) Develop and implement the Engagement Strategy 2) Develop and implement the Web and Online Strategy 	<ol style="list-style-type: none"> 1) Continually develop our staff to excel in their roles 2) Invest in our managers through the Leadership Academy and Network 3) Engender a culture of continuous improvement and collaborative working 4) Efficiency targets delivered as planned
What risks do we need to consider?	<ol style="list-style-type: none"> 1) Unavailability of sound and voting or broadcast equipment 2) Lack of required facilities or accommodation 3) Absence of staff required to support meetings 4) Unavailability of parliamentary business papers and publications 	<ol style="list-style-type: none"> 1) Required support not adequately provided for Members' local offices 2) Failure to manage organisational change effectively in relation to FRP work 3) Failure to identify or respond effectively to Members' concerns around service provision 	<ol style="list-style-type: none"> 1) Engagement programme fails to meet needs of some sections of Scottish society 2) Loss or mismanagement of parliamentary information/records 3) Publicly available information about the Parliament is inadequate or inaccessible 4) Failure to identify or respond effectively to public concerns 	<ol style="list-style-type: none"> 1) Anticipated reduction in available resources 2) Failure to secure, motivate and retain high quality staff and leadership
What mitigating controls have we put in place to minimise this risk?	<ol style="list-style-type: none"> 1) Sound and voting equipment testing prior to each meeting 2) Rigorous maintenance regime 3) Business Continuity Strategy 	<ol style="list-style-type: none"> 1) Service levels in place for local office support 2) Local office technical refresh and engagement work continuing to replace IT hardware 3) Customer Relationship Managers in place to lead on facilities/technology issues 4) SPCB portfolio arrangements in place to facilitate effective consultation 	<ol style="list-style-type: none"> 1) Language policy in place and regularly reviewed, taking account of demographic changes 2) Outreach and other engagement programmes tailored to reach disengaged groups 3) Quarterly organisational performance and risk monitoring for early identification of potential delivery failures 	<ol style="list-style-type: none"> 1) Enhanced performance management system in place 2) Partnership agreement in place with TUS

Annex C – Example OPF Report

Organisational Performance Framework – Example Format Report Cover Page

This Quarter

This year

Trend

100% parliamentary business takes place as a scheduled

100%

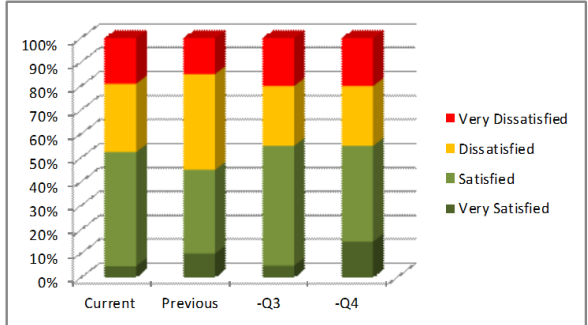
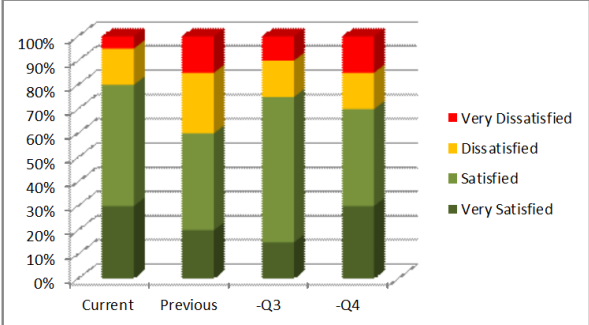
100%



Members Feedback

Constituency Role

Parliamentary Role



Bi-Annual survey
Openness
Participation
reaching out
understanding

Annual reporting
activities organised at Holyrood
outreach in local communities

Performance against KPI



Performance against KPI



Outturn against budget for financial year
within target range - 0-5% under

Efficiency Targets delivered as planned

% of strategic activities on track

Compliance Monitoring report

-6%

-3%



75%

50%



Strategic Risk Management
Planned activities on schedule

75%

50%

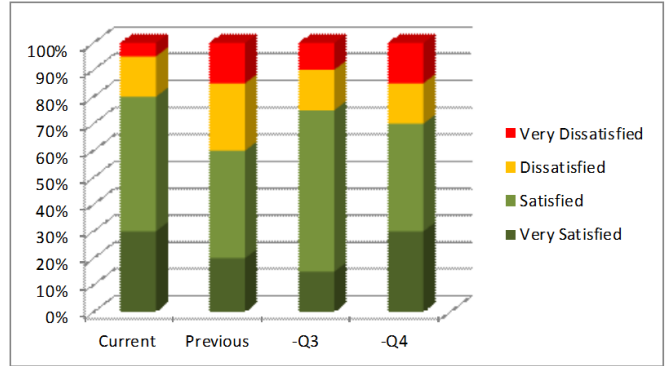


Annex C – Example OPF Report

Organisational Performance Framework – Example Format Report Members feedback – 2012 Q3

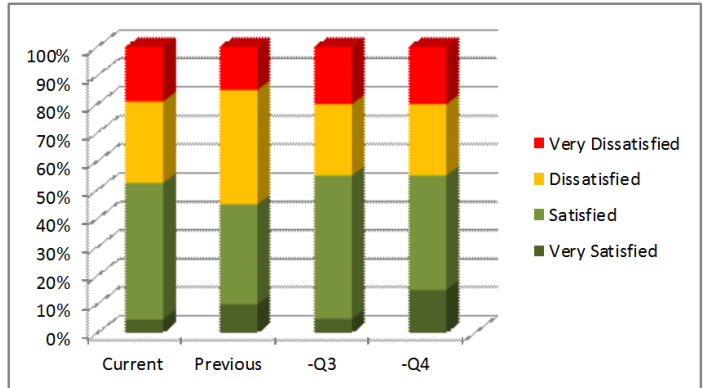
Support to members – Parliamentary Business

Comment/Analysis of this section



Support to members - Constituency Role

Comment/Analysis of this Section

















Support To Members

Overall Comment/Analysis.
To include analysis with other quarters and trends
Key issues raised

Annex C – Example OPF Report

Organisational Performance Framework – Example Format Report Strategic Portfolio

Strategic Activity	Status	Update
<p>External Security Facility</p> <p>Support the SPCB in reaching a decision on the proposed External Security facility</p> <p>Management of the proposed External Security Facility</p>	 	<p>Programme update against agreed milestones.</p> <p>Significant achievements</p> <p>Update against agreed Budget (Annual and Overall)</p> <p>Any Significant Risks, Exceptions or Issues to agreed Outcomes</p>
<p>Engagement</p> <p>Implementation of the Engagement Strategy</p> <p>Strengthen Links between Outreach and Committee Business</p>	 	
<p>Members</p> <p>Improve IT Services to Local Offices</p> <p>Ensure Services Continue to enable and support members effectively</p>	 	
<p>Information Management</p> <p>Implement the Information Management Strategy</p>		
<p>Parliamentary Business</p> <p>Support Parliament in Consideration and implementation of Parliamentary reforms</p> <p>Improve the Committee enquiry process</p> <p>Effective response to changes in Parliaments Powers</p>	  	
<p>SPS Development</p> <p>Continually develop Staff</p> <p>Invest in Our managers</p> <p>Culture of Continuous Improvement and Collaborative Working</p> <p>Carry Out Staff Experience Survey</p>	   	

Annex C – Example OPF Report

Organisational Performance Framework – Example Format Report Compliance Report

Area	Compliance target	Required Action	Status
Health & Safety	H&S Audit programme Review of access permit system H&S Inspection Programme Agreement of MOU with Occupants Review of H&S management system	Carried out as planned Review recommendation implemented by? Inspection programme carried out MOU agreed by Review carried out by ?	
Fire Safety	Fire asset testing Fire Inspections New Fire evacuation strategy	Asset testing carried out as planned Fire Inspection carried out as planned Review of new fire evac strategy due August 2012	
Environmental	Climate Change act compliance assessment Purchase of carbon Allowances ISO 14001 Environmental management system	May 2012 July 2012 Surveillance audit carried out January 2012	
Equalities	Equalities monitoring compliance report Publication of equality objectives Review age discrimination in supply of goods Review of EQIA process	Published 31 st January 2012 Due 6 th April 2012 April 2012 May 2012	
Freedom Of Information	FOI requests answered on time FOI Reviews Completed FOI Appeals requested Publication Scheme	40 on time 1 late 3 0 Completion due by 31/5.2012	

Organisational Performance Framework – Example Format Report Strategic Risk Management

Strategic Risk Action

Action Update

Status