

HISTORIC SCOTLAND BOARD MEETING 25-27 JUNE: ORKNEY

HISTORIC SCOTLAND CONTINUOUS IMPROVEMENT PROGRAMME: PERFORMANCE MONITORING

Purpose

1. This paper invites the Board to:
 - Comment on the general format of the Performance Monitoring spreadsheet; and
 - Comment on progress against Corporate Plan targets/objectives and Continuous Improvement Programme projects.

Context

2. In December 2005, the Board agreed the principles of the proposed approach to Continuous Improvement set out in Board paper 31/05. The approach included the identification of the Board as the “Senior Responsible Owner” for the Continuous Improvement Programme as a whole with responsibilities for:

- **Review** – to ensure the programme of activity remains suitably challenging
- **Delivery** – to ensure robust arrangements are in place to pursue the various projects and activities planned; and
- **Assessment** – to ensure arrangements are in place for measuring what is being achieved and reporting results.

3. As part of the continuous improvement process, we have conducted a **best value self assessment**. This has proved to a useful tool for setting out where we currently sit against the range of best value themes and for identifying areas for improvement. The most significant of these are reflected in the continuous improvement programme. Audit Scotland has seen and commented on an early version of the self assessment and the fairly positive results are reflected in the table below:

Best Value Theme	Audit Scotland Assessment* May 2006
1. Commitment and Leadership	Under development
2. Responsiveness and Consultation (Stakeholders)	Under development
3. Sound Governance	Under development
4. Sound Management of Resources and Contractual arrangements	Well developed
5. Use of Review and Options Appraisal	Under development
6. Sustainable Development	Well developed
7. Equal Opportunities Arrangements	Under development
8. Joint Working	Under development
9. Accountability	Under development

* Audit Scotland assess on a four point scale – Not yet planned, planned, under development and well developed.

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4. We plan to tidy up the current version of the self assessment over the next few weeks, to highlight significant areas where we want to see forward movement, and to re-visit and further develop the self assessment over winter 2006-07. We anticipate it being re-run through the Audit Scotland diagnostic around spring 2007.

5. To enable the Board to fulfil the responsibilities it has set itself, the Corporate Development Unit was tasked with developing a more robust system for tracking, monitoring and reporting which would tie in with the reporting of Corporate Plan activity, targets and indicators.

Performance Monitoring System

6. Following discussion with the Scottish Executive's Performance Improvement team, CDU concluded that the key to successful monitoring and reporting on a wide range of activity was to keep it simple.

7. A spreadsheet was developed comprising four worksheets:

- Key Performance Targets
 - Operational Targets
 - Other Important Measures
 - Continuous Improvement Programme
- } Taken from the Corporate Plan 2005-08

8. Key features of the worksheets include a description of the target/project, identified owner and progress report. A traffic light system of reporting has been adopted, allowing you to see at a glance whether a target or project is on track. In addition, the Continuous Improvement Programme allows time and cash releasing savings to be captured for each project. This feature will come into effect following the development and agreement of a methodology for measuring these efficiencies. We are currently in discussion with the SE on this.

9. The spreadsheet is held in a centralised electronic folder, providing easy access for all staff. A request to update the spreadsheet is sent out to target/project owners before the end of each reporting period.

10. Reports on performance against KPTs will be made to the Board on a quarterly basis. Reports on Operational Targets, Other Important Measures and the Continuous Improvement Programme will occur twice yearly.

11. This is the first report based on the new performance monitoring system and we anticipate areas for improvement. Feedback will be sought on format and content from the Board and target/activity owners to make improvements before the end of the next reporting period.

Conclusion

12. The Board is invited to:

- comment on the general format of the Performance Monitoring spreadsheet; and

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- comment on progress against Corporate Plan targets and Continuous Improvement Programme projects.

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