



Executive Advisory Body

Date of Meeting	Tuesday 07 March 2023
Subject	Establishing a performance pack
Agenda No.	35
Paper No.	35.2(a)
Prepared By	Insights and Engagement Forum
Purpose	Note

1. Background

- 1.1. The table below summarises the levels of performance management that Social Security Scotland requires, presents which audiences typically have an interest in each level, and provides examples of the types of measures.

Level	Audience	Examples of measurements
Outcome	Ministers Scottish Parliament People of Scotland, including clients	Official statistics Annual Report and Accounts Charter Measurement Framework
Organisational	Executive Team Agency Leadership Team	Performance pack
Operational	Divisions Units Branches	Management information

- 1.2. The Charter Measurement Framework delivers on the commitment to develop ways of measuring how we are doing against the commitments in Our Charter. Along with other publications such as our Annual Report and Accounts, we provide evidence and insights at an outcome level for the people of Scotland, including clients, Ministers and Scottish Parliament.
- 1.3. In addition to measurements this level, Social Security Scotland also requires data, evidence and insights at organisational and operational levels. While there are limitations in our ability to access data and insight, we make best use of available information ensure that we make the best decisions we can about performance at organisational and operational level. In this context, a gap in performance measures at an organisational level has been identified.
- 1.4. The Agency Leadership Team is responsible under its terms of reference for overseeing the 'day-to-day' running of Social Security Scotland and has oversight at an organisational level in ensuring the delivery of our business plan, Corporate Plan and Charter commitments.
- 1.5. To address the organisational level performance measurement, the Insights and Engagement Forum, a sub-group of the Agency Leadership Team, was tasked with identifying what reporting already happens across the organisation and considering how this could be utilised to provide regular and comprehensive reporting to the Agency Leadership Team. A prototype performance pack has now been developed and the Agency Leadership Team are considering how best to make use of this performance information for organisational performance management, within the current limitations.
- 1.6. This performance measurement work also seeks to support the leadership development work that Organisational Design and Development colleagues are taking forward to further embed a performance management culture in Social Security Scotland.

2. Key Points

- 2.1. Insights and Engagement took an outcome based approach at looking at performance measures. This was intended to avoid going down functional lines as the breakdown of these could lead to extensive amounts of material. From previous experience when we have reported by function, we've also found that people use this as an opportunity to demonstrate everything they are working on without prioritisation around key measures or issues.
- 2.2. Further, the outcome based approach aims to enable us to more closely align how we monitor performance with what is in our Business Plan, Corporate Plan and Charter Measurement Framework. It should help break down silos and support people to see where we are working across boundaries to achieve collective outcomes.
- 2.3. We identified a range of outcome areas (noting that we maybe need to change the language so that it clearly articulated as an outcome – for example “effective operational delivery”, “well managed change”).

- Operational delivery
 - Benefit Take Up Strategy Outcomes
 - Resource (people, place and finance)
 - IT Service Management
 - Change delivery
 - Reputation and relationship
 - Compliance
 - Risk
- 2.4. Insight and Engagement members have worked in sub groups and taken input from other leaders as appropriate to propose key measures per outcome that we feel would help Agency Leadership Team to understand how we are performing against that outcome.
- 2.5. It should also be noted that the supporting arrangements to gather, access and analyse data in Social Security Scotland are still evolving and maturing. Many measures that are required for organisational performance management, and in many cases in operational performance management, need to be gathered, presented and interpreted manually. This manual intervention requires additional staff capacity and introduces a higher risk of manual error.

3. Progress

- 3.1. Frequency - The performance pack is being produced monthly to be in line with the Agency Leadership Team meeting cycle and details of frequency for each measure is being documented.
- 3.2. Additional outcomes- Most recently, slides on risks, IT service management have been added to the Pack and the section on reputation and relationships have been redesigned. Measures on compliance are in discovery, which will cover assurance, data protection and information governance, health and safety. Some of the performance pack outcomes are also supported by more detailed reports that go to sub forums to allow a 'by exception' approach.
- 3.3. Measurement glossary – to assist the Agency Leadership Team’s ability to interrogate the measures, additional information on what each measure covers, it’s limitations and who is responsible is now being gathering in a glossary (which is the beginning of a data directory).
- 3.4. Operational Delivery measures – As agreed at joint session of the Agency Leadership Team and the Executive Team before Christmas, statisticians in Analysis and Insights, Elaine Drennan and Miltiadis Grammenos have prioritised their limited available capacity to start making significant improvements to automate the collection and presentation of the operational delivery measures (Annex A).

4. Initial Benefits

- 4.1. As envisaged, the creation and use of the Performance Pack is already bringing about initial benefits to decision-making and collective leadership in Social Security Scotland.
- 4.2. One example has been the refocusing of the Internal Stakeholder Coordination Group. Previously this group shared insights about stakeholder interaction with Social Security Scotland, policy and programme and while this was useful for the attendees this insights was not systematically shared more widely. Further, where issues were encountered, it was unclear how to effectively escalate this to more senior levels of management for cross-functional consideration. The development of the reputation and relationship report by this group now ensures that insights from clients, parliamentary and other stakeholders, media coverage, social media, staff and other correspondence is collated regularly. This report gives a more rounded analysis of issues, supporting collective leadership across business areas and challenging silo working. The report is considered by the Insights and Engagement Forum and top issues and risks are included in the Performance Pack for the Agency Leadership Team, which provides a new escalation routes for reputational and relational risks and issues.

5. Further considerations

- 5.1. Expectations – Performance expectations can be based on a range of sources, such as on trends over time, comparisons with other organisations undertaking similar tasks or Ministerial commitments. For the majority of the measures, they are not yet accompanied by an expectation for performance. Agency Leadership Team will consider how to set tolerances for the variation which the organisation can accommodate, within the restrictions of limited data and management information systems.
- 5.2. Systems improvement – This is a key enabler, Insights and Engagement Forum is working with the Chief Data Officer and Client Services Operations to support efforts in engaging Programme colleagues to continually improve the management information systems in Social Security Scotland. A small pilot of Power BI (a business intelligence platform) will commence in May 2023 based around Young Carer Grant. The pilot user group consists of 16 people including client delivery, business support and client experience.
- 5.3. Logic modelling – Measures of outcomes, organisational and operational performance should be connected and assist in attribution, reduce duplication of measurement and support coherent and consistent decision-making. Scoping for this work will be required in due course and will be brought to Agency Leadership Team also.

6. Next steps

- 6.1. Insights and Engagement Forum members will continue to engage with their respective members of the Agency Leadership Team members on how to refine the Performance Pack to meet their needs. Through bringing this reporting together from across the organisation, it should enable the Agency Leadership Team to make a more robust assessment of opportunities, risks and interdependences to drive better informed decision making. It is also intended to support the Agency Leadership Team to provide direction as appropriate across the organisation, commission collaborative working to better understand and resolve issues and provide senior advice as required. This will allow the Agency Leadership Team to provide assurance to the Executive Team on our organisational performance and provide the Executive Team with the performance information they need to develop longer term strategic thinking.
- 6.2. Agency Leadership Team will have a deep dive session on 27 February to develop a proposal for the Executive Team's approval on how they intend to use the Performance Pack to support organisational performance management in Social Security Scotland.
- 6.3. The co-chairs of the Insight and Engagement Forum have met with Head of Performance and Delivery in the Scottish Government and have joined the Performance and Delivery network to learn, align and share with the approach been taken there.