



## Project on Performance Management

Responsible Board Member(s) Rhodri Walters  
Paper prepared by Rhodri Walters

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*Summary of actions requested:* • The Management Board is invited to take note of the proposed project on the measurement of performance of the House of Lords administration, and joint services insofar as they relate to the Lords.

### Background

1. For some time it has been my intention to look at ways of improving the measurement and management of the performance of the House administration, and joint services insofar as they relate to the Lords. Board members will recall that this was one of the themes of our away day at Dorneywood last summer, and there is a specific commitment to performance management in the 2010/11 Business Plan.
2. Any new performance management regime would have two principal objectives:
  - I. *To highlight for the Management Board meaningful and timely information about our performance in achieving our strategic objectives.*
  - II. *And to do this in a framework that allows Board members to take action, where necessary, as a result of that information.*

and two supporting objectives:

- III. *To assist with decisions about resource allocation and prioritisation.*
- IV. *To sharpen our strategic objectives through consideration of key practical indicators of success.*

### Why do it?

3. The administration now has a clearly articulated strategy and objectives, a well established business planning system, and a risk management framework. The Annual Report provides an annual look at progress on tasks set out in the Business Plan. But we do not have a systematic method of assessing on a regular basis how well we are achieving our objectives; and using this information to improve future performance and to inform the future development and implementation of strategy.
4. The project will examine performance measurement and management frameworks in the academic literature and through benchmarking with other comparable organisations, not least the House of Commons which has been working on its “balanced scorecard” for some time. The timetable is set out in the Annex.

5. It is intended that a framework for performance measurement and management will be proposed, together with a system to ensure that the measures are actually used to drive improvements in organisational performance.

### **Deliverable**

6. Andrew Mackersie and Jake Vaughan will deliver a report to me as Clerk of Corporate Services by **mid-November 2010**, making recommendations for a performance measurement and management system for the Lords administration, including appropriate high-level performance measures. The report will be considered by the Business Planning Group, which will then bring forward recommendations to the Management Board.

**12 April 2010**

**Rhodri Walters**

1. **Background research** (business / academic literature)  
[JV, April]
2. **Benchmarking** (e.g. Commons, Cabinet Office, a new govt dept (DECC?), Scottish Parliament, NAW, a private sector service organisation)  
[JV or JV/AJM, May - June]
3. **Reach provisional view** on best measurement framework and management system  
[JV, AJM, RHW, June]
4. **Seminar with heads of office** to report progress and test emerging ideas  
[RHW, AJM, JV, early July]
5. **Interviews with senior managers** to test proposed framework and system, and to develop proposed high-level corporate measures  
[JV / AJM, July - October]
6. If time allows, **work with managers in one particular function / service** to develop more detailed set of measures for that particular service, in order to show how a fully developed system below the corporate level would work.  
[JV / AJM, October]
7. **Submit report to Clerk of Corporate Services**  
[AJM / JV, mid-November]
8. **Clerk of Corporate Services makes proposals to Management Board**  
[RHW, date tbc]