

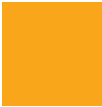









Information Fair Trader Scheme: Performance Management Framework






The following performance management framework is used to highlight good practice and to ensure compliance with Government re-use policies

	 Priority Attention Area	 Development Area	 Satisfactory	 Good	 Best Practice
Maximisation An obligation to allow re-use	There is little or no understanding of the importance of the re-use agenda	Limited and inconsistent understanding of the importance of the re-use agenda.	Re-use agenda understood within key areas of organisation, eg licensing, finance, marketing and legal teams	The importance of the re-use agenda is well understood across the organisation	Re-use proactively championed across the organisation.
	Re-use is refused with no justification.	Steps have been taken to allow the re-use of some public sector information.	Requests for re-use are permitted unless there are sound reasons not to. Clear explanations are given when applications are refused.	Most information is identified as being as being available for re-use. All internal policies actively support this	Organisation actively promotes re-use of its information and allows re-use across the board.
	No clearly allocated responsibilities for licensing the re-use of PSI.	Licensing responsibilities allocated and supported by management.	Licensing responsibilities widely supported across the organisation. Staff are fully trained and professional in dealing with responsibilities.	Re-use governance is incorporated into Corporate Governance Framework (CGF)	Re-use governance is routinely enacted as part of CGF
	No list of information assets is held.	An information asset list has been produced but there are some significant gaps	Most information assets have been identified and the information asset list is published on the website with details of what information is available for re-use.	Details of charges and terms of re-use published.	All information available for re-use has been identified






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	Data sharing is not encouraged with other PSIHS	The organisation is exploring data sharing projects	The organisation works with other PSIHS and is developing data sharing projects	Data sharing with other PSIHS is encouraged	Information is shared freely with other PSIHS and joint products are the norm
	Excessive number of exceptions preventing re-use	Some exceptions are not justifiable	Exceptions and valid reasons for them are published	Organisation frequently reviews exceptions aiming to reduce them	Only exceptions are those which are required by law
	No processes in place to facilitate re-use: potential licensees have considerable difficulties in applying for a licence	Few processes in place to permit re-use, making it difficult for new licensees to make successful application for a licence	Processes are in place to facilitate re-use eg published statements on re-use and clear licence models.	All new licensees supported through the licensing process	Organisation's procedures actively encourage and facilitate re-use
	Lengthy delays in responding to requests for re-use	Licensing requests often take over 20 working days to process	Most requests are dealt with within 20 working days	Licences issued within 20 working days	Performance targets and service standards on licence turnaround times published and monitored
Simplicity of processes, policies and licences	Licensing model is overly complicated and hinders re-use	Licensing model is complicated with some limit to re-use	Licensing processes are logical	Licensing processes are not complicated and publicly available	Licensing model is not complicated and supports re-use
	Contracts are lengthy, legalistic and cannot be understood without seeking legal advice	Contracts are overly long and technical	Effort has been made to keep contracts as simple as possible	Contracts are clear and can be understood without seeking legal advice	Contracts are in plain English and very easy to understand






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	There is no licensing policy	The organisation is developing licensing policy to mirror practice	There is a licensing policy but it is overly complex	Simple licensing policy in place, clearly stated on website	Government policy on re-use is reflected in licensing policy
Transparency of licence terms and conditions and charging information	It is not clear what the licensing terms and conditions are	Some standard licence terms and charges, but not widely applied	Standard licences are in use	Standard licences which clearly set out conditions for re-use	Full transparency of terms and conditions of re-use, with standard licences published on the website
	No formal approach to charging or breakdown of costs	There are some basic principles applied to calculating charges and working out costs, but these are not explained to re-users	There is a formal charging policy in place which re-users can access on request	Charging policy is available on the website to re-users	Charging policy and licence fees with example calculations are published
	There is no guidance on applying to re-use or license information	There is limited guidance available to support re-users	There is adequate guidance on applying for a licence	There is clear, easy to use guidance on applying for a licence	Applying for a licence is a customer-centric process
	No division of upstream and downstream activities	Some division of upstream and downstream activities exist but not transparent to customers	Division of upstream and downstream activities with some transparency to customers	Upstream and downstream activities clearly defined and divided	Upstream and downstream activities are run as separate business areas
	Has no defined public task	Has a working definition of public task	Has clearly defined public task	Has clear public task, independently defined with input from customers and stakeholders	Has clear public task, independently defined with input from customers and stakeholders which is designed to maximise re-use






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Fairness PSIH should not use its market power to compete unfairly/ All customers to be treated the same for the same type of re-use	Market position used unfairly	Lack of measures to tackle market advantage	PSIH aware of market advantage and taking steps to ensure non-discrimination	Level playing field for different market players to develop	Market players encouraged to develop itself without restrictions
	Discrimination between customers for the same type of re-use	Licensing procedures not well managed leading to heightened risk of discrimination	Risk of discrimination is controlled	Re-users have confidence in non-discriminatory licensing practice	High re-user satisfaction with non-discriminatory process as level playing field
	Obvious intentional favourable treatment of in-house downstream activities over those of competitors/ Cross subsidisation	In-house team have some informal advantages over external competitors, through lack of awareness	No additional advantage or support given to in-house team	In-house teams treated exactly the same as external customers, with separation between downstream/upstream information	Distinct commercial arm on same terms as external customers, with formal accounting separation between downstream/upstream information
	Large number of non-standard licences still in use	A number of non-standard licences still ongoing	Non-standard licences formally reviewed and plan in place to manage	No non-standard licences	All licences are up-to date and all licensees on the same terms and conditions
	Does not have a pricing policy	Has a pricing policy, but does not explain how it supports fairness	Clear prices with an explanation of how they are arrived to support fairness	Clear, published prices with an explanation of how they are arrived at to support fairness	Clear, published prices fairly applied to external customers and in-house commercial arm
	There is no understanding of the PSI Regulations or Competition Act in policy or practice	The organisation is aware of the PSI Regulations and Competition Act but not how they affect licensing	The relevant teams have a clear understanding of PSI Regulations and competition Act and how they affect licensing	Compliance with Competition Act and PSI Regulations is understood and supported with staff documents	The Competition Act and PSI Regulations are understood throughout the organisation and clear documentation supports this
Challenge	Feedback and complaints are discouraged and have no	Complaint system in place but not actively	Feedback and complaints mechanisms	Complaints and feedback are given serious	Feedback is proactively sought to inform changes

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A robust complaints process in place to reconsider licensing decisions/ OPSI can investigate PSIH decisions if they appear to be wrong	impact	encouraged	in place which capture customer views	consideration and changes made to licensing practice	to licensing practice
	Withholds information from OPSI	No active link or regular contact with OPSI	Communicates required information to OPSI	Good ongoing dialogue with OPSI, keeping it abreast of key changes and developments	Works closely with OPSI in developing licensing and reuse
	No public complaints process	Hard to find and use complaints process	Complaints process clearly explained	Complaints process is clear and encourages use	All types of complaint are actively investigated and logged as part of a formal process
	No responsible owner for licensing complaints	There is a point of contact for licensing complaints but little or no supporting infrastructure	There is a point of contact and responsible owner of IFTS and licensing complaints, together with a supporting infrastructure	Accountability for re-use complaints clearly outlined and available	Accountability at all levels is clearly outlined and staff are involved with complaint handling
	Re-user expectations of the licensing process not managed, leading to customer dissatisfaction	Re-user experiences vary considerably and are not managed well	Re-user experiences/ expectations are managed but not formally	Service standards and re-user experience management processes in place	Service standards published with good re-user experience and expectation management
Innovation PSIH explores new methods to help re-users innovate	No commitment to Innovation: PSIH shies away from innovation and sticks to current practice	Organisation is open to Innovation in principle but yet to translate into practice	Key Innovation areas have been identified	Processes and initiatives to develop innovation have been implemented	Innovation is central to business objectives
	Customer ideas not encouraged or captured	Customer feedback is recorded but not used	Customer feedback and ideas captured and	Customer ideas for new products and innovation	Customer feedback is central to licensing

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		effectively	considered	are key components of product development	approach and business development
	No formal evaluation or developer licences or data available for testing	Working on evaluation or developer licences and sample data provision	Evaluation or developer licence with sample data available	Evaluation or developer licences available with access to its data environment	Organisation actively encourages the take-up of evaluation or developer licences and provides technical support in using its data environment