

Outline of a Systems Thinking Performance Monitoring Policy

The proposed contents below would either be incorporated with the existing Monitoring of Government-related Performance Indicators Policy or be used as the basis for an additional new policy.

Systems Thinking

A description of Systems Thinking which involves a shift from 'Command and Control' (top down, functional specialisation) to an approach which encourages staff to transform their whole service around the customer and thereby improve performance.

This requires focusing on the purpose of the service, the nature of customer demand, predicting capability, how work flows and why the service behaves as it does.

Systems Thinking Reviews

A description of Systems Thinking Reviews which involve a three stage process:

CHECK – reflect and understand your service as a system.

PLAN – identify what needs to change and redesign your service.

DO – implement the redesigned service.

Measures

During the review process, measures for managing and improving performance are developed. The measures are categorised as leading measures or lagging measures.

Leading measures are 'real time' indicators which tell us what is happening **now** in the system. They demonstrate the system's ability to meet purpose and are the key measures that help us lead change and improvement. Examples are demand analysis (the type and frequency of customer demand) and how long a process takes from start to finish (end to end times which can be shown in capability charts).

Lagging measures are 'rear view' indicators which tell us what's happening in the system **after the event**. They tell us about the effectiveness of the service but will not necessarily help us to lead change. Examples are cost/budget, customer satisfaction and staff morale.

All the measures would be reported to the relevant Head of Service and managers on a weekly, monthly and quarterly basis with critical measures such as customer satisfaction, end to end times and preventable demand being reported to members.

Measures for Planning

A list of the leading and lagging measures for Planning, including a schedule of which measures are reported to whom.

Measures for Benefits

A list of the leading and lagging measures for Benefits, including a schedule of which measures are reported to whom.

Measures for Housing

A list of the leading and lagging measures for Housing, including a schedule of which measures are reported to whom.

Future Systems Thinking Reviews

A list of the next services due to undergo Systems Thinking Reviews.