

Performance Management in West Lothian

Jim McIvor, Best Value Manager



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Community Plan (10 years)
(Outcome Agreement (4 years))

Corporate Plan (4 years)

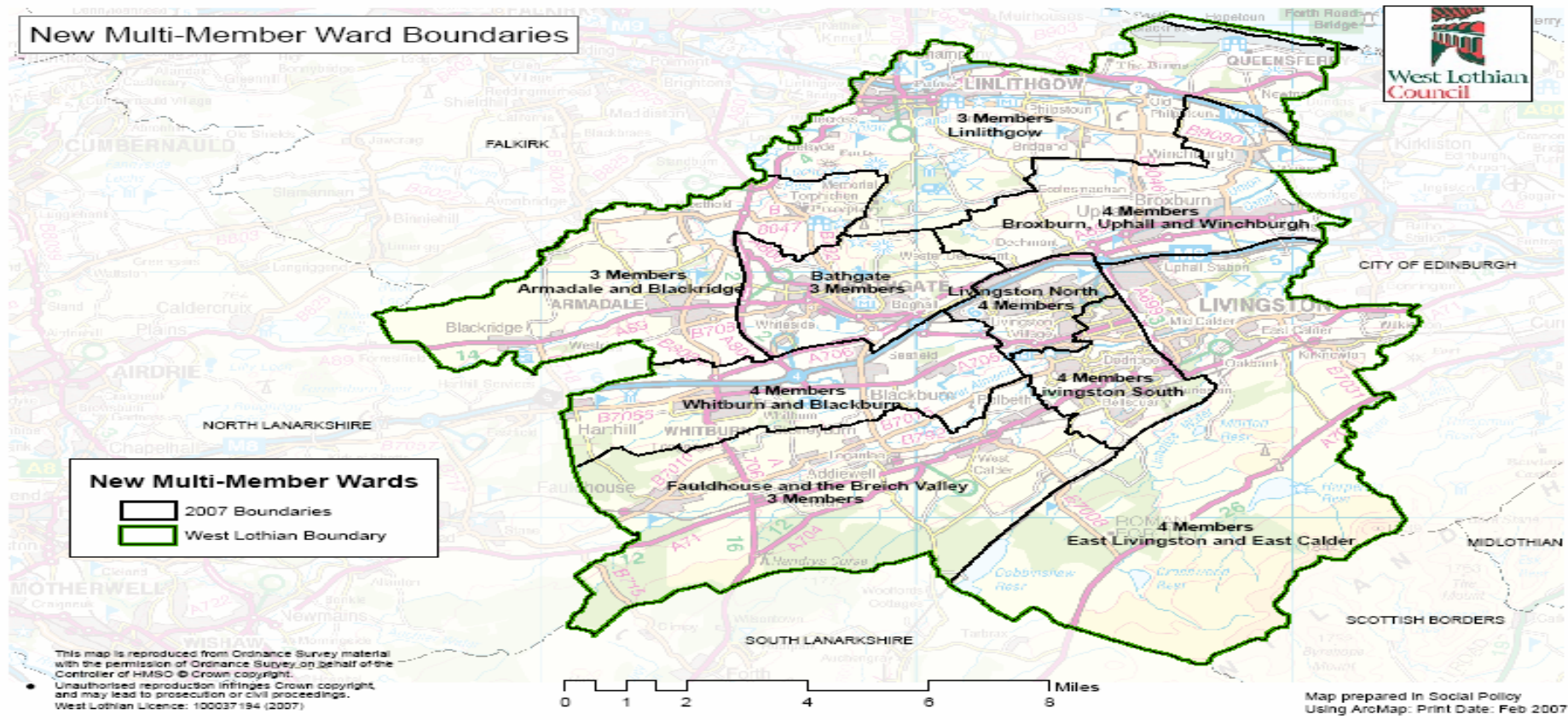
Locality Plans (1 year)

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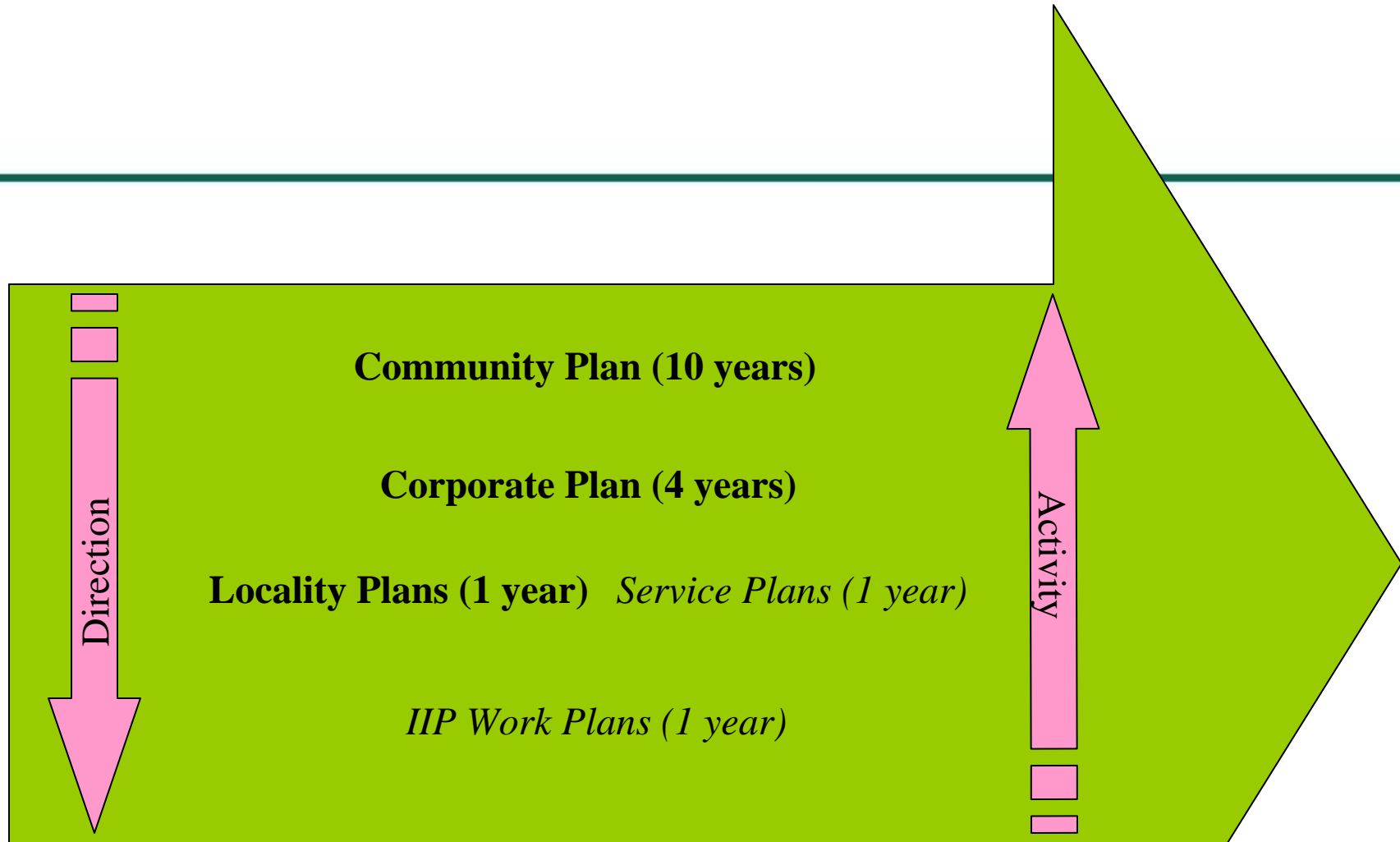


New Multi-Member Ward Boundaries



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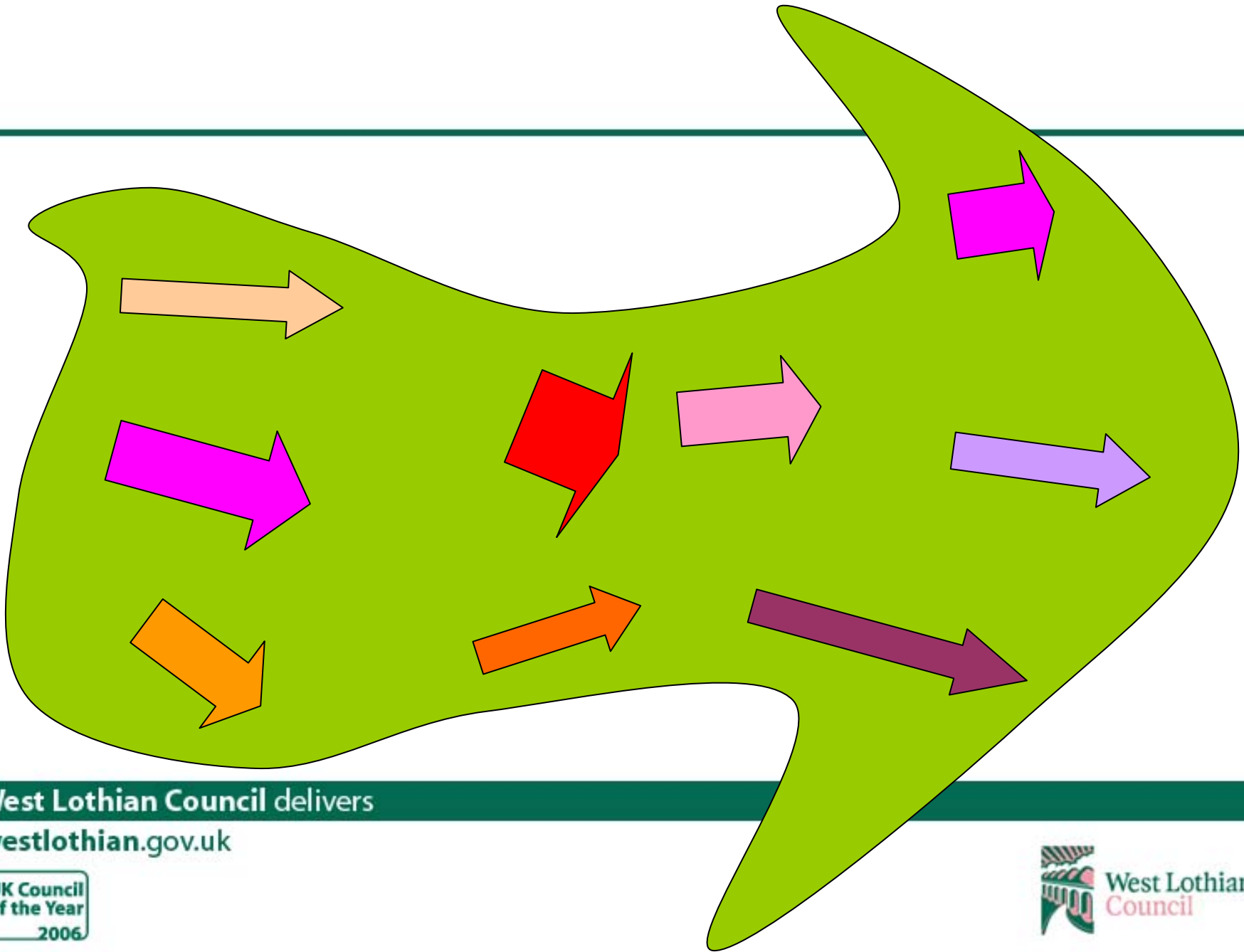




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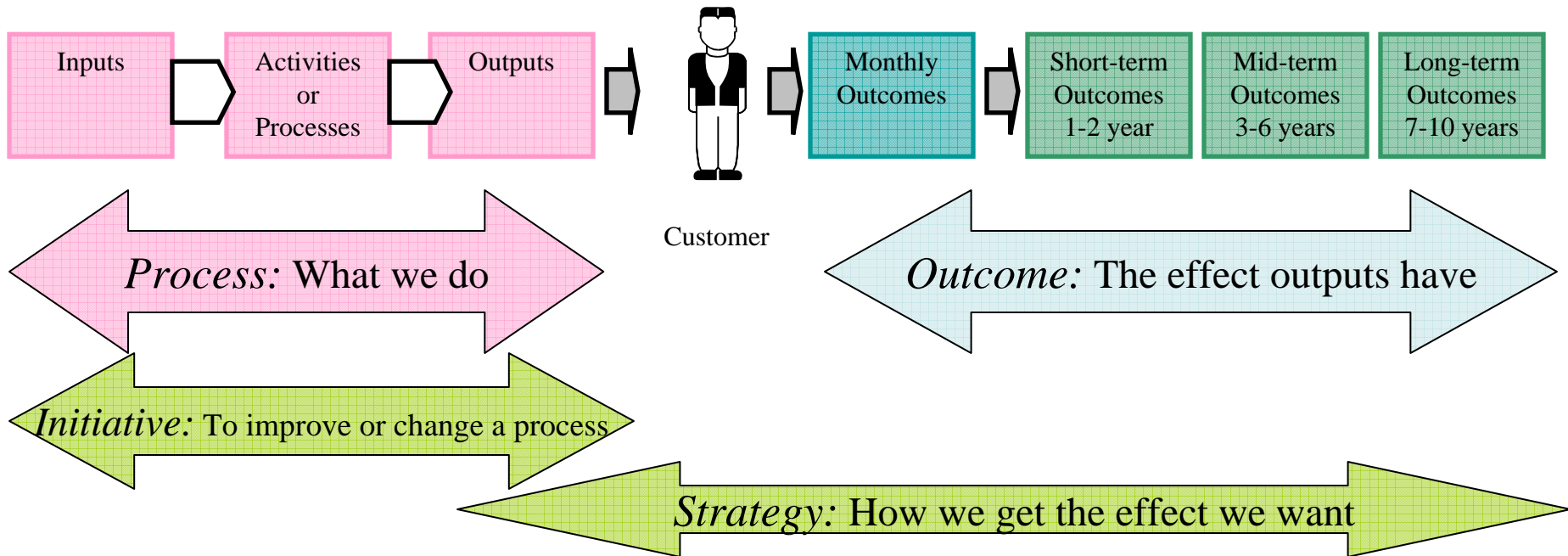


*Improvement Service
Efficiency & productivity
Measures*

*Outcome Agreement and
Locality Planning Measures*

Economy, Efficiency & Productivity Measures
Unit Cost, Unit Time, Cost of Rework, Sickness Absence, Units per Person, Resource Utilisation, People Results, etc.

Outcome Agreement Measures (Effectiveness)
Customer Results, Community Results, Key Performance Results



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The West Lothian Assessment Model

West Lothian Assessment Model



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Score distribution

/// 9 Sections

/// 27 Sub-criteria

/// 139 Questions

/// 131 Enabler questions (50% of total score)

/// 8 Results questions (50% of total score)

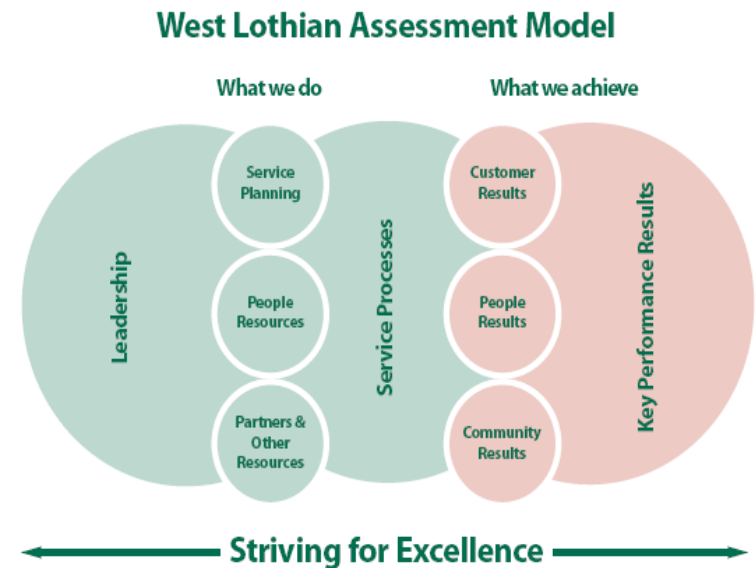
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What is the WLAM?

- /// Evidence based self-assessment model
- /// Incorporates recognised improvement frameworks
- /// Examines whole service
 - how are we doing?
 - how do we know?
 - where do we need to improve?
- /// Measures performance



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The WLAM - Why?

West Lothian Context

Involves services using their knowledge



Increases staff awareness of quality and improvement

Identifies where services are doing well



Enables sharing of good practice / developing joint solutions

Highlights areas for improvement



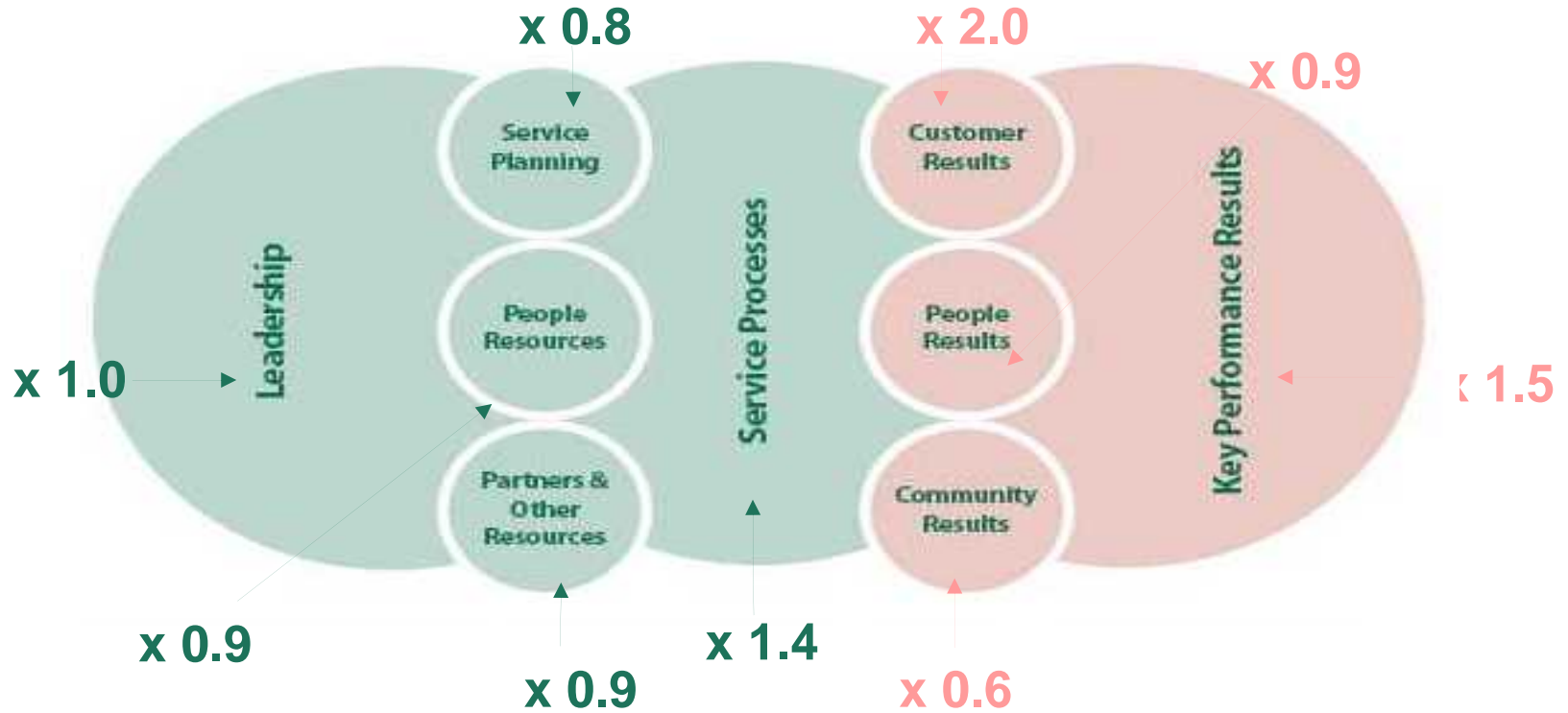
Ensures continuous assessment and improvement of services

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Weighted Scores



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What we do

West Lothian Assessment Model



Evaluates the policies, practices & processes of your service

5 sections:

- 1 Leadership
- 2 Service Planning
- 3 People Resources
- 4 Partners & Other Resources
- 5 Service Processes

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Example - Potential Evidence

There are 5 sub criteria in People Resources Please select one below.

- 3a
- 3b
- 3c
- 3d
- 3e

Involvement and empowerment

<< Prev

People are involved in reviewing and improving the service

Next >>

Question 1 of 7 in 3c

Prompts:

for example:

- they are encouraged to make suggestions to improve the service
- they are consulted to set and review service standards

update

Summary

Logout

Print

Evidence: - Select -

1. PRPDP
2. Improvement initiatives from staff suggestions
3. Suggestion Boxes
4. WLAM / Charter Mark processes
5. Service Standards development
6. Team Meetings
7. Staff survey / action plan
8. Celebrating Success submissions
9. West Lothian Way

Justification:

1. PRPDP input captures improvement suggestions with examples of reduction in the cycle time to process applications
2. e.g. NOF application for new Outdoor Pursuits building, development of Countryside logo, gift vouchers, Boundaries Banks & Birds scheme, drystone wall project, badger hide, interpretation
3. Suggestion boxes deployed across all facilities
4. Cross functional team involved in WLAM and

Improvement areas:

1. Publicise performance issues more systematically
2. Increase the scope of the covalent system to measure all customer care and core service standards.

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Scoring - RADAR matrix

		Attributes	0%	25%	50%	75%	100%																
Approach	Sound <ul style="list-style-type: none"> Approach has a clear rationale Approach has a defined process Approach focuses on stakeholder needs 	No evidence or anecdotal	Some evidence			Evidence		Clear Evidence		Comprehensive evidence													
	Integrated <ul style="list-style-type: none"> Approach supports policy & strategy Approach is linked to other approaches as appropriate 	No evidence or anecdotal	Some evidence			Evidence		Clear Evidence		Comprehensive evidence													
		Total	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
		Attributes	0%	25%	50%	75%	100%																
Deployment	Implemented <ul style="list-style-type: none"> Approach is implemented 	No evidence or anecdotal	Implemented in ¼ of relevant areas			Implemented in ½ of relevant areas		Implemented in ¾ of relevant areas		Implemented in all of relevant areas													
	Systematic <ul style="list-style-type: none"> Approach is deployed in a structured way with the method used for deployment being planned and executed soundly 	No evidence or anecdotal	Some evidence			Evidence		Clear Evidence		Comprehensive evidence													
		Total	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
		Attributes	0%	25%	50%	75%	100%																
Assessment & Review	Measurement <ul style="list-style-type: none"> Regular measurement of the effectiveness of the approach and deployment is carried out 	No evidence or anecdotal	Some evidence			Evidence		Clear Evidence		Comprehensive evidence													
	Learning <ul style="list-style-type: none"> Is used to identify best practice and improvement opportunities 	No evidence or anecdotal	Some evidence			Evidence		Clear Evidence		Comprehensive evidence													
	Improvement <ul style="list-style-type: none"> Output from measurement and learning is analysed and used to identify, prioritise, plan and implement improvements 	No evidence or anecdotal	Some evidence			Evidence		Clear Evidence		Comprehensive evidence													
		Total	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100

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What we achieve

West Lothian Assessment Model



Measures the results and overall performance of your service

4 sections:

6 Customer Results

7 People Results

8 Community Results

9 Key Performance Results

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Example - Results Section

There are 2 sub criteria in People Results Please select one below.

7a 7b

How people view the service

<< Prev

This section should detail the service's people results including figures relating to trends, targets and comparisons with other organisations

Next >>

People's perceptions of the service

Question 1 of 1 in 7a

Prompts:

- This may include how people view:
- their motivation
 - their learning and development
 - whether and how they are valued within the service
 - the way the service recognises their contribution and achievements



update

Summary

Logout

Print

Evidence:

Justification:

Improvement areas:

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Scoring - RADAR matrix

Attributes		0%	25%					50%					75%					100%				
Results	Trends ▪ Trends are positive AND/OR there is sustained good performance	No results or anecdotal information	Positive trends and/or satisfactory performance for about ¼ of results over at least 3 years					Positive trends and/or satisfactory performance for about ½ of results over at least 3 years					Positive trends and/or satisfactory performance for about ¾ of results over at least 3 years					Positive trends and/or satisfactory performance for all results over at least 3 years				
	Targets ▪ Targets are achieved ▪ Targets are appropriate	No results or anecdotal information	Achieved and appropriate for about ¼ of results					Achieved and appropriate for about ½ of results					Achieved and appropriate for about ¾ of results					Achieved and appropriate for all results				
	Comparisons ▪ Results compare well with others AND/OR results compare well with acknowledged 'best in class'	No results or anecdotal information	Favourable comparisons for about ¼ of results					Favourable comparisons for about ½ of results					Favourable comparisons for about ¾ of results					Favourable comparisons for all results				
	Causes ▪ Results are caused by approach	No results or anecdotal information	Cause and effect visible for about ¼ of results					Cause and effect visible for about ½ of results					Cause and effect visible for about ¾ of results					Cause and effect visible for all results				
Total		0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100

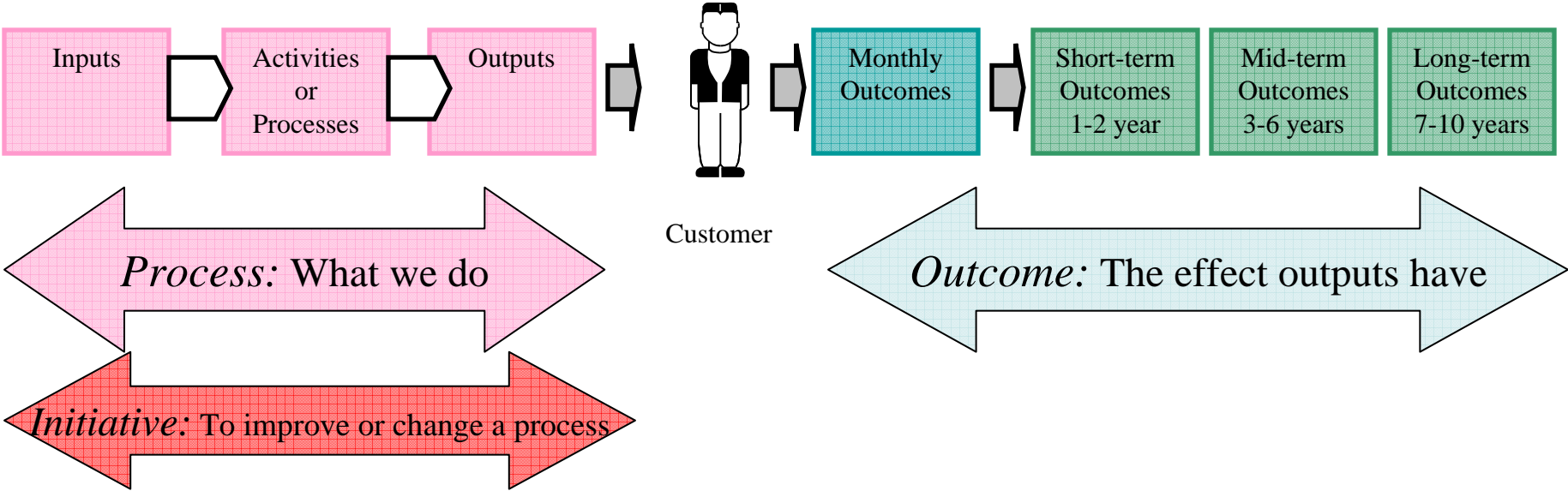
Attributes		0%	25%					50%					75%					100%				
Results Scope	Scope ▪ Results address relevant areas ▪ Results are appropriately segmented e.g. by customer, service, etc	No results or anecdotal information	Results address ¼ of relevant areas and activities					Results address ½ of relevant areas and activities					Results address ¾ of relevant areas and activities					Results address all of relevant areas and activities				
	Total	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100

Overall Total	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
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Performance Management - Initiatives



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List View

Head of Service:

Plan Year:

SRO:

[Click here for more filters and search facility](#)

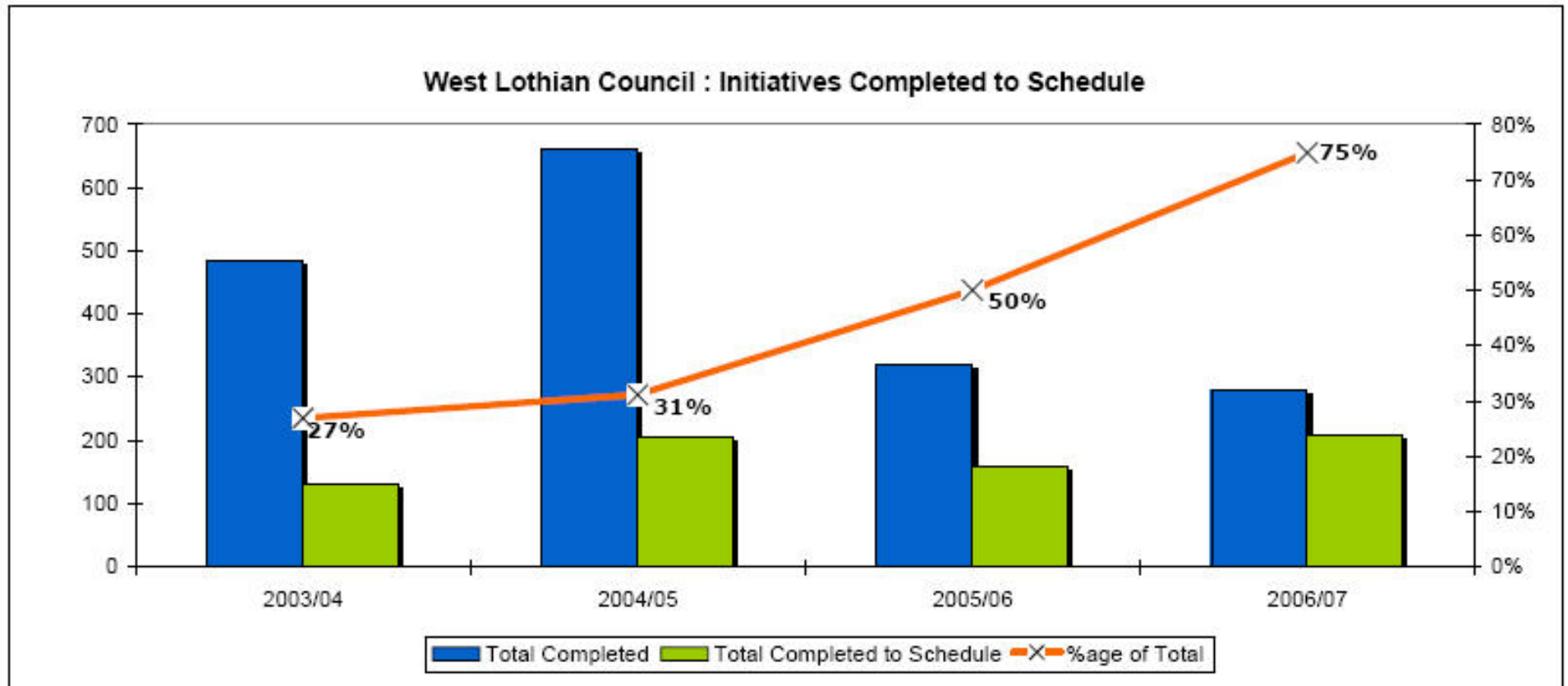
ID	Initiative Description	SRO	Approval Status	Last Updated	Update Frequency	Initiative Stage	Planned Start	Planned Finish
2247	Undertake a review of the Allocations Policy + Show History	Carr, Ann Marie	Final SP approved	03/04/2007	1 Month	On schedule	01/08/2006	31/03/2007
2243	Review of the in-house Housing Support Service that should also include the funding contin... + Show History	Marr, Douglas	Final SP approved	03/04/2007	1 Month	On schedule	01/04/2006	31/03/2007
2239	Following the restructuring of Housing Services and Building Services, this initiative will expl... + Show History	Marr, Douglas	Final SP approved	03/04/2007	1 Month	On schedule	01/07/2006	31/03/2007
2238	Undertake a review of the information that is on the Plasma Screens within the Customer Se... + Show History	Heathwood, Diane	Final SP approved	07/02/2007	1 Month	On schedule	01/05/2006	31/03/2007
2237	Undertake a review of the mobile working pilot + Show History	Carr, Ann Marie	Final SP approved	03/04/2007	2 Months	On schedule	01/10/2006	31/03/2007
2235	Review of the Customer Survey information to ensure that there is a rationalisation of the sur... + Show History	Heathwood, Diane	Final SP approved	03/04/2007	1 Month	On schedule	01/07/2006	31/03/2007
2234	To undertake a best value review of the Enhanced Estate Management service. The review w... + Show History	Adamson, Bruce	Final SP approved	07/12/2006	1 Month	On schedule	01/04/2006	31/03/2007
2227	Workforce planning strategy + Show History	Gee, Ann	Final SP approved	03/04/2007	2 Months	On schedule	01/04/2006	31/03/2007
2225	Strategy for meeting efficiency targets in Business Plan + Show History	Gee, Ann	Final SP approved	03/04/2007	1 Month	On schedule	26/06/2006	31/03/2007
2022	Consideration is required to take account of the recent legislation with regards to the feudal ... + Show History	Mullen, Siobhan	Final SP approved	03/04/2007	1 Month	On schedule	03/07/2006	31/10/2006

Total Number of Initiatives: 10

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Initiatives completed to schedule

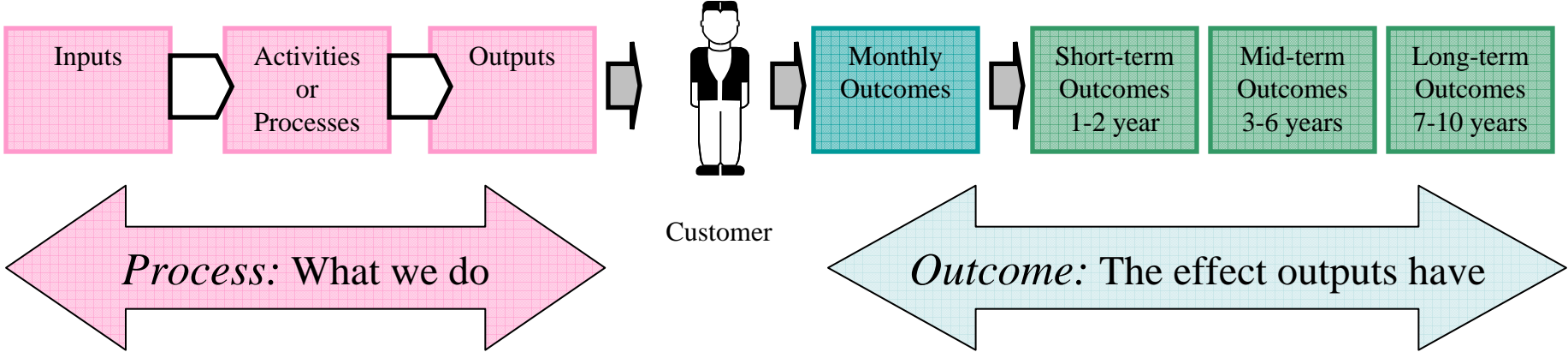


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Performance Management - Indicators



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- Filter
- Committee - Childrens Services & Lif...
- Committee - Community Safety
- Committee - Enterprise and Develop...
- Committee - General Purposes
- Committee - Health and Care
- Committee - Performance
- Committee - Policy Partnership and F...
- Committee - West Lothian Council
- Financial Management Snapshot
- FOI enquiry
- HMIE Evaluations
- HR Shared Services
- HR Shared Services High Level
- Primary & Secondary 5-14 Results
- Revenues & Benefits Snapshot
- Secondary School SQA results
- Service Group - Customer Services**
- Service Group - Development and R...
- Service Group - Education (Cultural)
- Service Group - Education (Develop...
- Service Group - Education (Quality A...
- Service Group - Finance - Key PI an...
- Service Group - Housing and Buildin...
- Service Group - Operational Service...
- Service Group - Property Services
- Service Group - Social Policy
- Service Group - Support Services

Snapshot Results | Snapshot Info

Status	Action	Progress	Started	Due	Actions	Pls	Risks
Assigned	2274 Re-provisioning of Payment Facilities		02/05/05	31/03/06			
Assigned	2275 Further develop and iplement a strategy for CCTV monitoring centre and create ...		04/04/05	01/03/06			
Assigned	2276 Realignment of service outlets considering issues contained within the efficient		01/04/05	31/03/06			
Assigned	2590 Include energy awareness/efficiency training in Induction for all new members of		01/09/06	31/10/06			
Assigned	2592 Maintain energy efficiency through normal management processes including con...		01/10/06	31/03/07			
Assigned	2593 Introduce a switch policy for all IT equipment and lights when not in use at lun		01/10/06	31/12/06			
Assigned	2595 Monitor the use of free-standing fans and heaters in offices where radiators alr		01/10/06	31/03/07			
Assigned	2597 Ensure windows are closed at night to conserve heat.		01/10/06	31/03/07			
Assigned	2599 Review swtich arrangements so that lights can be turned off on sunny days w...		01/08/06	31/03/07			
Assigned	2600 Renew IT and other equipment only on energy efficiency advice from purchasi...		01/09/06	31/03/07			
Assigned	2793 Release 2.1 of the Initiative System.This release contains a number of enhancem		01/11/06	30/05/07			

Performance Indicators

Status	Performance Indicator	Last Update	Year To Date	Target	Short Trend	Long Trend	Pls	Actions	Ris
Assigned	CSC007_6a CSC Customer Satisfaction	February 2007	61.5	75	↓	↓			
Assigned	BDS001_9b %age Sickness/Absence Levels - Business Development	February 2007	0%	3.33%	→	→			
Assigned	CC001_9b Average quarterly number of positive news stories in local media	2005/06	318	300	↑	↑			
Assigned	CC002_7b %age Sickness/Absence Levels - Corporate Communications	January 2006	0.67%	3.06%	↑	↑			
Assigned	CIS001_9b CIS - Customer Satisfaction	December 2006	76%	90%	↑	↓			
Assigned	CIS002_6b CIS - Waiting Time:% of customers who completed comment car...	December 2006	97%	90%	↑	↑			
Assigned	CIS003_6b CIS - Cash Collection Volume:Total number of cash transactions ...	December 2006	22,691	22,000	↓	↓			
Assigned	CIS004_6b CIS - Cash Collection Value:Total value of cash collected by CIS ...	December 2006	£1,544,637	£1,500,000	↓	↓			
Assigned	CIS005_9b CIS - First Point Resolution:% of CIS enquiries dealt with at first p...	December 2006	15.8%	20%	↑	↓			
Assigned	CSC001_9b % of calls successfully answered by the CSC versus calls aba...	February 2007	87%	87%	→	→			
Assigned	CSC002_9b Careline - Grade of Service:% of Careline calls answered withi...	February 2007	94.67%	94%	↑	↑			
Assigned	CSC003_9b Careline - Call Volume:No of incoming calls monthly to Careline ...	February 2007	8,489	9,500	↓	↓			
Assigned	CSC004_9b Careline - Customer Satisfaction:% of customers evaluating the...	2005/06	100%	98%	↑	↑			
Assigned	CSC005_6b CSC - Call Volumes:Average daily volume of incoming calls to g...	February 2007	792	850	↓	↓			
Assigned	CSC008_6a Careline Customer Satisfaction 2006 onwards	February 2007	90	85	↑	↑			
Assigned	REG001_6b Registration - Total number of registrations per month	October 2006	372	350	↓	↓			
Assigned	REG002_6b Registration - Total Income per month	December 2006	£8,534	£10,000	↓	↓			
Assigned	REG003_9b Registration - Customer Satisfaction:Percentage of customers e...	October 2006	94.8%	93%	↓	↓			
Assigned	REG004_6b Registration - Accuracy:Percentage accuracy of registrations t...	2004/05	95%	95%	↑	↑			

1 selected of 27 total



Current

Code CSC008_6a

Sort CSC008_6a

Short Name Careline Customer Satisfaction 2006 onwards

Description ... Overall % of customers mailed following installation of Careline technology who de

February 2007 result



Expected Outcome  On target

Red Threshold 60

Yellow Threshold 70

Red Variance %

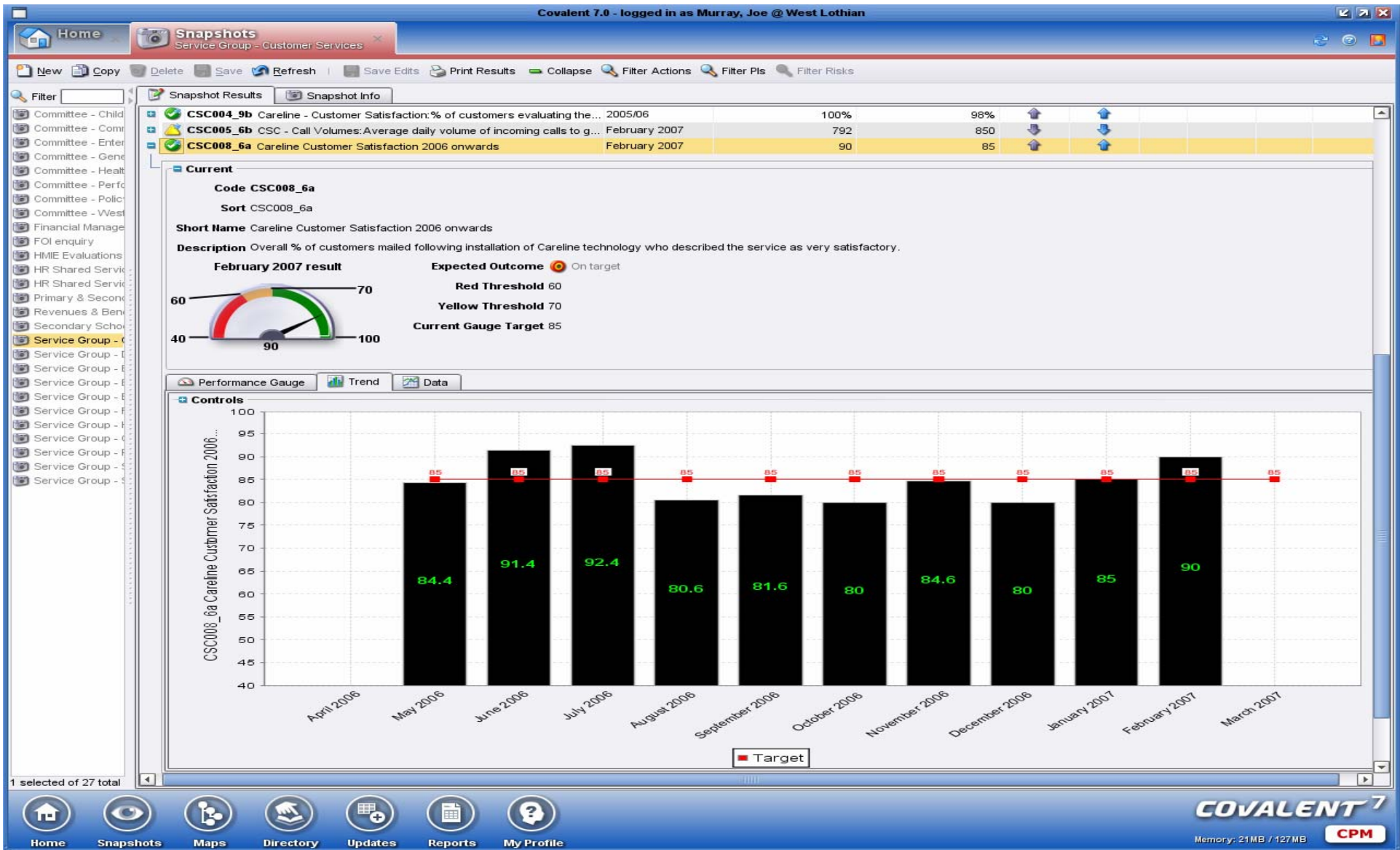
Yellow Variance %

Current Gauge Target 85

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The West Lothian Assessment Model

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Why Score?

- /// Assess current position
- /// Track progress
- /// Identify best practice
- /// Benchmark with other services
 - Internal
 - External



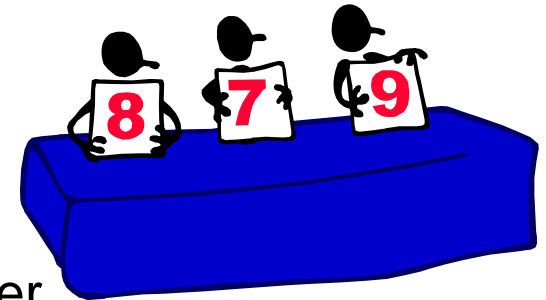
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Scoring Framework

- Score of 200 to 300 = showing commitment
- Score of 301 to 400 = strong foundation / areas of good practice
- Score of 401 to 500 = excellence recognition
- Score > 501 and above = Scottish award contender
- Score >700 = European award contender

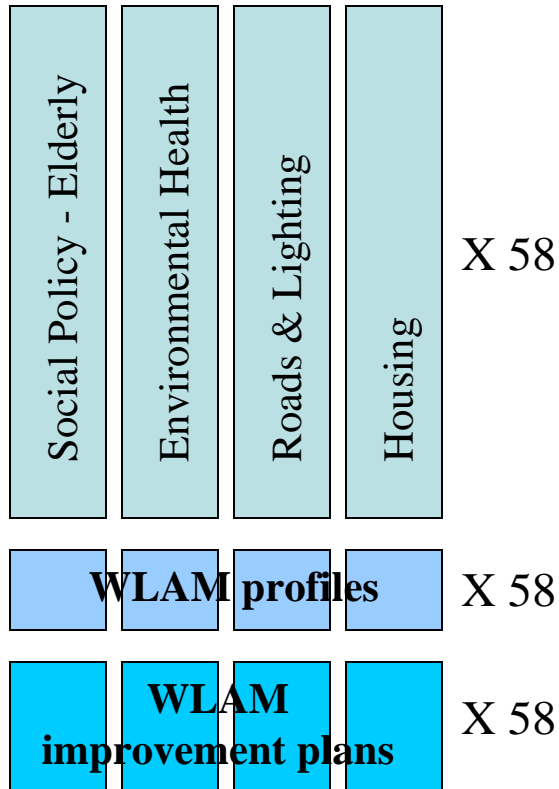


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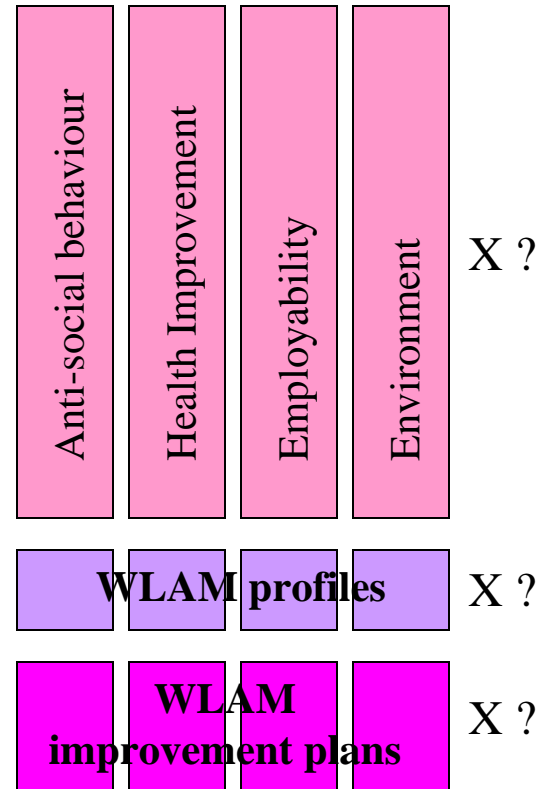
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Questions?

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