

Introducing the CD materials

Planning and running delivery chain analysis workshops

'A 'delivery chain' is the complex network of organisations, including central and local government agencies, and bodies from the private and third sectors, that need to work together to achieve or deliver an improved public sector outcome.'

National Audit Office and Audit Commission *Delivering Efficiently: Strengthening the Links in Public Service Delivery Chains*, 2006, p. 7.

- 1** Local agencies often find it difficult to understand how their different contributions fit together into a delivery chain. They can even be hindering each other's efforts.
- 2** This CD provides LSPs and their partners with the materials to plan and run delivery chain analysis workshops. Delivery chain analysis workshops can improve the delivery of local area agreement (LAA) outcomes. The CD is one part of a suite of products published alongside the Audit Commission national study *Working Better Together: Local Strategic Partnerships – Managing Performance and Resources*.
- 3** On this CD you will find a paper explaining delivery chain analysis workshops, a workshop agenda with timings for each activity, a presentation to adapt to local needs, a suggested action plan framework, a pre-assessment summary sheet, and a self-assessment sheet of the 12 strategic questions.
- 4** The next section sets out in more detail how to run a delivery chain workshop and will highlight where the materials are needed.

Running a workshop

Using delivery chain analysis to improve LAA planning

- 5 Delivery chain workshops enable the key stakeholders in LAA outcome delivery to get together to remove obstacles to, and weaknesses in, the delivery chain. A good delivery chain workshop brings people together and gets agreement on things they know they should have done already. An excellent delivery chain workshop brings people together and gets agreement on new ideas and innovative approaches created through the workshop.
- 6 Figure 1 shows a typical delivery chain workshop and the importance of preparation, management of the day, and follow-up.
 - **Preparation 1.** Delivery chain analysis and planning is complicated and involves a range of partners. The LSP organising the workshop should consider the benefits of using an external facilitator to ensure the workshop delivers an effective delivery chain. The LSP host and the facilitator must agree on the topic for the workshop. For LAA and sustainable community strategy (SCS) workshops the topic should be one, or one element of, the agreed targets.
 - **Preparation 2.** The host should then work out who to invite to the workshop. There should be no more than 20 people: everyone must have a chance to join in. Invitees should represent all the key stakeholders, and they should represent strategic, executive, and operational roles.
 - **Preparation 3.** The host should then work with the facilitator to identify four or five people to send the self-assessment sheet of the 12 strategic questions to in advance. These people return their answers to the facilitator before the workshop. Their answers can be mapped onto the pre-assessment summary to help with planning for the day and with identifying priorities for further delivery chain analysis.
 - **Preparation 4.** The host organises a suitable, accessible room for the workshop. The room should be large enough to accommodate 20 people in café style with six to eight people at each table. There should be flipcharts and pens available for each table. The workshop lasts about six hours so there should be suitable arrangements for refreshment and comfort breaks. An agenda is provided in the materials.

Running a workshop

- On the day. The host should introduce the workshop and lead the discussion on the choice of the target for delivery chain planning. The facilitator should then run the rest of the day. The presentation provided on the CD should be used as the basis for the event and adapted to suit local needs.
- The self-assessment sheet will be used to individually score against the questions and to discuss responses in the group to help focus on priority improvement areas.
- The action plan framework is intended to help workshop participants to focus on improvement and to continue working towards achieving green outcomes for each question.
- At the end of the day. The host and the facilitator should make sure that everyone is aware of what will happen next – and thank them for attending and contributing. The host and facilitator should agree on who will record the content of the flipcharts and write up the workshop report.

Running a workshop

Figure 1 Running a delivery chain workshop

Preparation

LSP host organises the venue and invites participants.

Planning meeting. Agree focus for the delivery chain workshop.

Facilitator and host agree on the issue and who should be invited to the workshop. They discuss the context and performance data.

On the day

Seating plan mixes people with different roles and from different organisations.

Introductions.

Discussion of why the issue was chosen - what is the impact of getting it right?

The LSP host should lead this. The following sessions are led by the facilitator.

Presentation: What is a delivery chain? What will be done today?

Work in groups to map the partners and stakeholders in the delivery chain.

Individual scoring and group review against the 12 delivery chain questions.

Identification and discussion of priorities for in-depth work.

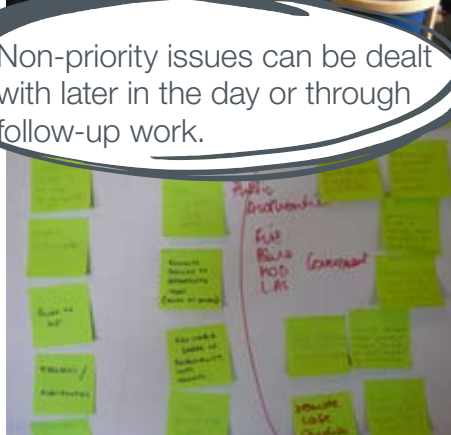
Work in groups to identify what an optimum delivery chain should look like and who will be involved.

Action planning. Who will do it, when and how?

Report back to the LSP. What is planned, what will be done? What else does the LSP need to do?

Non-priority issues can be dealt with later in the day or through follow-up work.

Outputs and outcomes



Further information

Copies of the national report *Working Better Together: Local Strategic Partnerships – Managing Performance and Resources* are available at www.audit-commission.gov.uk/lsp and www.improvementnetwork.gov.uk/lsp

We welcome your feedback. If you have any comments on this CD and its materials or are intending to prepare and deliver delivery chain analysis workshops, please do get in touch: please email nationalstudies@audit-commission.gov.uk

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