

Delivery chain analysis: Removing obstacles

Group exercise 1 – self-assessment sheet

1. Is the outcome clearly defined?

RED	-1	The outcome is vague and its measurement is complex.
AMBER	0	The outcome is clear but not all partners are signed-up and measurement is difficult.
GREEN	+1	The outcome is clearly defined, understood and agreed by partners.
SCORE		

2. Is the evidence base sufficiently robust?

RED	-1	Little research and no piloting resulting in a weak evidence base.
AMBER	0	Some research on existing evidence highlights factors on which to focus but this is not implemented at all levels resulting in a high failure risk.
GREEN	+1	Extensive preliminary research and piloting of interventions. Interventions at all levels and across agencies are aligned maximising effectiveness and minimising cost.
SCORE		

3. Is there sufficient capacity, including available resources, to deliver?

RED	-1	No resource assessment across the delivery chain resulting in a risk of misdirecting resources.
AMBER	0	Assessment of resource availability is undertaken and capacity issues are being addressed.
GREEN	+1	Keen awareness of resource and capacity issues. Resource is directed to where it is most effective and capacity is regularly reviewed.
SCORE		

4. Is there a shared partnership operational plan describing how services/interventions will be provided?

RED	-1	No cohesive cross-agency operational plan. Some individual partner documents.
AMBER	0	An operational plan exists but most delivery partners have not been involved in its production nor is it widely available.
GREEN	+1	An operational plan exists, produced with all delivery partners; widely available and well understood. Front line staff and service users consulted.
SCORE		

5. Are the objectives supported by a funding strategy?

RED	-1	No funding identified or multiple short-term funding streams with funding not dependent on performance.
AMBER	0	Longer-term funding allows more certainty, but there are still multiple overlapping streams. Some performance-related funding.
GREEN	+1	Funding streams mapped as part of strategy development; number of funding streams rationalised. Funding is structured to incentivise performance and awarded on proven performance. Where appropriate, funding periods are extended.
SCORE		

6. Do the various partners and levels within them communicate regularly using reliable information so that there is good coordination?

RED	-1	No mechanism in place for the different partners and levels of the delivery chain to come together and address issues.
AMBER	0	Some coordination but insufficient to create a common understanding of risks and issues facing delivery.
GREEN	+1	Regular contact between all levels of the delivery chain. Active communication between the front line and the centre so that front line information informs strategic decision making and across partners.
SCORE		

7. Are levers and incentives fit for purpose?

RED	-1	Few levers or incentives in place.
AMBER	0	Some incentives in place. Levers are established but without consultation; not piloted so not always the effective ones.
GREEN	+1	Incentives are fit for purpose. Levers are based on context, and the ability of individual partners to respond.
SCORE		

8. Are the risks to the delivery chain well managed?

RED	-1	No risk assessment is undertaken.
AMBER	0	Internal partner risk assessment is undertaken; but awareness of key risks is not cascaded through the delivery chain.
GREEN	+1	Thorough partnership risk assessment is undertaken; risk management culture exists throughout the delivery chain. Each stage of the chain has a high awareness of key risks.
SCORE		

9. Do performance management systems enable tracking of delivery?

RED	-1	Multiple performance management systems; hard to measure
AMBER	0	Performance management systems can measure progress but indicators are not entirely accurate or have other weaknesses.
GREEN	+1	Shared systems in place. Regular monitoring. Frequent stock takes. Performance easy to track against objectives. Routine corrective action.
SCORE		

10. Is there strong leadership that is accountable through clear governance structures at all levels of the delivery chain?

RED	-1	Leadership is poorly assigned. Shortage of clear guidance results in lack of clarity about who should take the lead.
AMBER	0	Some guidance issued on roles and responsibilities, but incentives and measures are lacking to ensure accountability.
GREEN	+1	Leadership at all levels of the delivery chain is in place, understood and resourced; backed by incentives and performance management. Strategic and delivery leadership are clearly distinguished and in place.
SCORE		

11. Are mechanisms in place for regular feedback and review supporting continuous learning?

RED	-1	Nothing in place to promote feedback. No facility to disseminate examples of good practice.
AMBER	0	Guidance filtered down, but no mechanisms to communicate feedback from delivery level upwards.
GREEN	+1	Frequent feedback between all delivery chain levels. Feedback reviewed, and guidance and examples of good practice shared.
SCORE		

12. Have systems to achieve efficiency been built into the delivery chain?

RED	-1	Assets and services not shared. High administration costs due to lack of innovation, internal review and challenge to working practices.
AMBER	0	Opportunities to increase economies of scale not fully realised. Some asset and service sharing. Scope to further reduce transaction and administration costs.
GREEN	+1	Early engagement from key partners when designing delivery chain. Asset and service sharing where suitable. Front line configured to best deliver services. Customers are encouraged to use the most cost-effective delivery channels.
SCORE		

-12 to -9 = High risk of failure

-8 to -3 = Inefficiency is likely and little effective delivery

-2 to 2 = Delivery may be effective in some parts of the delivery chain but only where capacity is strong

3 to 8 = While delivery is effective there is a risk of inconsistency and potential efficiencies are not fully realised

9 to 12 = Inefficiency is likely and little effective delivery

Further information

Copies of the national report *Working Better Together? Managing Local Strategic Partnerships* 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

For further information on the work of the Commission please contact:

Audit Commission, 1st Floor Milbank Tower, Milbank, London SW1P 4HQ Tel: 020 7828 1212

Fax: 020 7976 6187 Text phone (minicom): 020 7630 0421

www.audit-commission.gov.uk
