



DEVELOPING & IMPROVING SERVICE DELIVERY IN LOCAL GOVERNMENT



How the Performance Driven Management programme develops and improves Service Delivery in your organisation

Management Summary:

This document outlines how we have developed a generic approach to strategy setting and planning with the use of our unique Performance Driven Management (PDM) programme.

The PDM process takes teams from 'what' they need to do into... 'How' they will achieve it.

The specific programme will work with the teams to:

- build and document an integrated approach to planning leading to improvement in the service's overall performance, and
- increase understanding of the resource and financial consequences leading to improved monitoring, cost and business control
- the scope of the programme is to do this with short, medium and long term plans for the team

The programme comprises a series of 3 workshops for a core team from your service and we advise invitations are made to members, partners and other relevant officers.

The programme, Performance Driven Management (PDM), is based on a facilitated strategy setting process and has been developed by europartnership UK Ltd as an integral part of their Performance Migration approach to moving to continuous improvement ways of working.

Between the workshops there are be self study assignments for the team in preparation for the subsequent workshop.

Included in this document is an outline of the PDM programme, the timing and deliverables from the programme, and some outline costs to deliver a programme.

Background and Scope:

The shape of the PDM programme is outlined below. It is suggested that between 6 and 15 managers participate throughout the programme. The participants who make up the 'teams' would be drawn your own departments, partner organisations, members and portfolio holders, and any relevant officers who have a contribution to the service delivery.

The PDM programme was developed as a methodology for high level strategy setting in the private sector. In the past two years PDM has been used within a number of local authorities across the UK. The PDM process forms part of the "performance migration" philosophy that assists organisation's with a successful path to continual improvement.

Europartnership UK Ltd has been working with Local Authorities since 2002. We have run PDM programmes for Corporate Management Teams, Members, Corporate Performance Groups, Service and Departments Management Teams,

The PDM programme can be run as a taster session in a one day workshop. It can also be delivered in a 'fast track' timetable, however, a Full PDM programme is delivered over 3 months.

Listed below are some of the outcomes and benefits of the programme.

The Performance Driven Management (PDM) programme has been developed for specifically for Local Authorities in the UK and has been used by:

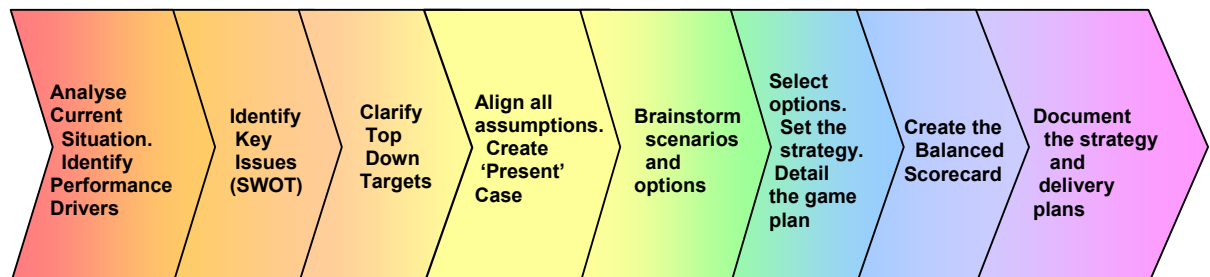
Corporate Management Teams
Executive and Members
Strategy Performance Groups
Waste Management Services
Review & Benefit Teams

Central & Legal Services
Fire & Rescue Services
Social Services
Multi Organisation Teams (i.e. LPSA)
Leisure Teams

Outline:

The PDM programme is built on a framework of eight steps, which leads teams to a robust and fully documented strategy. As the process is generic, it can be applied to any subject. Typically, PDM is used to set 3 to 4 year strategies, and as part of the process, annual review workshops are scheduled to ensure the success of the strategy's implementation and outcome.

PDM follows a framework of eight steps:



**A typical PDM programme consists of:**

- Bespoke programme build with core team
- Workshops with teams of 6 to 12 participants
- 1 to 3 workshops of 1 or 2 days
- Typical 12 to 13 week delivery period
- Work-books and self-study assignments
- Full support via email, telephone and on site visits
- Participant certification in management development
- Skills transfer throughout process

Benefits:

- The process looks extensively at “what” organisations need to achieve, and then bridges the gap and sign-posts “how” targets will be achieved
- Once a pilot programme is complete the process will be owned by the organisation
- During the PDM programme in-house staff may be trained to deliver future programmes
- All strategic planning techniques are taught to participants for use within the programme and day to day planning
- The process is fully facilitated by experienced business and strategy consultants
- Fully documented strategy (that can be directly inputted into performance management / balanced scorecard system if appropriate)
- PDM provides strong guidance for organisations who wish to move from performance reporting and measurement to performance management
- The programme also qualifies as management development training within the Authority

Workshop outline and dates:**Workshop 1:**

Introduction to PDM
Context and Scene Setting
Introduction to continuous improvement tools
Identify key issues and clarify aims and objectives
Identify the gap
Set “self-study” assignments

Workshop 2:

Build “Present Case”
Brainstorming options and scenarios
Introduction to “Strategic Impact Grids”
Set “self-study” assignment

Workshop 3:

Select the options and set the strategy
Build communication plan/s
Create and Build scorecards
Plan the mobilisation phase

In the six week periods between workshops, a europartnership consultant will visit to provide help with the programme content and the self study assignments.



Outcomes of PDM programme:

- A fully documented and robust approach to assessments, care planning and review.
- Guidelines for the detailed assessment process itself.
- Guidelines for training field staff in carrying out assessments.
- Forecasts for the outcomes at Service level from successful implementation of the new strategy and guidelines.
- Improved insight and documented evidence base for issues raised above.
- A clearer view (documented) of current customer requirements.
- An understanding of ‘Continuous Improvement’ tools and practices e.g. the balanced scorecard approach to service planning.
- Experience of using the tools so that they can repeat the work in future.
- Detailed staffing requirements and risk model around delivery of the new service.

Timetable:

The suggested workplan to deliver a **Full** PDM programme is outlined below. We also run taster and ‘fast track’ programmes upon request!

A **Full** programme includes 5 days of workshops over a three month period and we aim to have completed and documented the programme within the following three weeks.

The six week gap in between the workshops provides the team with time to follow up actions from within the workshops and complete self study assignments with assistance from europartnership consultants at interim visits.

We would look to run a Review Session six months after the 3rd Workshop.

No. Days	Description
2	Build programme and work with sponsors
1	Briefing for core team
1	Workshop 1 (2 Facilitators)
2	Interim visits in six week gap
1	Write up, Preparation and Printing for workshop 2
2	Workshop 2 (2 Facilitators)
2	Interim visits in six week gap
1	Write up, Preparation and Printing for workshop 3
2	Workshop 3 (2 Facilitators)
2	Write up Outcomes and create scorecard content
1	Work with sponsors
1	Review Session with sponsors and review
£25,000	Typical Cost of Full PDM programme

Case Studies and Information:

We would be pleased to discuss previous successful programmes with you. Please do feel free to contact us on the details below, or visit our website: www.europartnership.com.