

Your Sustainable Business Strategy Delivery chain workshop

Are all the links in place to deliver
your intended outcomes?



Workshop objectives

- Discuss the outcomes and the impact of the objective(s) of your sustainable business strategy
- Understand the importance of effective delivery chains to improve the outcomes
- Identify the partners and stakeholders involved in the delivery chain
- Identify improvements for weak outcomes

What is a delivery chain?

A delivery chain is a network of people and organisations, including staff, customers, suppliers, contractors, central and local government, other public sector partners and NGOs that influence whether you achieve the outcomes of your sustainable business strategy objectives.

How are you currently performing?

- What are your sustainable business strategy objectives?
- What is/are the intended outcomes of these?
- How did you select/determine the outcome(s)?
- Which partners and stakeholders are involved in delivering the outcome(s)?
- What's your current performance against outcome(s) delivery including successes and challenges?

The delivery chain model – 12 stages (1)

- Is the outcome of your objective clearly defined?
- Is the evidence base sufficiently robust?
- Is there sufficient capacity, including available resources, to deliver?
- Is there a shared operational plan describing how the objective will be delivered?
- Are the objectives supported by an investment strategy?
- Do the various agencies and levels of action within them communicate regularly using reliable information so that there is good coordination

The delivery chain model – 12 stages (2)

- Are levers and incentives fit for purpose?
- Are the risks to the delivery chain defined and managed?
- Do performance management systems enable tracking of delivery?
- Is there effective leadership that's accountable through clear governance structures at all levels of the delivery chain?
- Are there mechanisms in place for regular feedback and review to support continuous learning?
- Have systems to achieve efficiency been built into the delivery chain?



Delivery chain self-assessment

Group exercise 1

- Individually, and then in groups, consider each stage of the delivery chain for a selected outcome
- In groups discuss and try to reach a consensus on red/amber/green for each of the 12 strategic questions – identify any areas of difference
- As a group complete a summary chart – identifying reasons for your red/amber/green assessment and any key differences
- Each group to feedback using the summary chart



Delivery chain self-assessment

Plenary discussion

- Discuss and agree each stage as red, amber or green.
Identify:
 - Weak/red stages
 - Stronger/green stages
- What lessons could be applied from the strengths to inform the red priority areas?

Discussion – the weak/red stages

- The stages assessed as weak/red are:
 - x
 - x
- Why are these areas weak?
- Which red stages are priorities for action planning today?

Map the delivery chain for the priority red stages

Group exercise 2

- In groups map the ideal (green) for the allocated red stage for the outcome. Identify:
 - what actions need to occur (the inputs)
 - who should be responsible for the actions and which partners are involved
 - what the outputs should be
- Use post-its to develop the delivery chain

Review the delivery chains for the priority red stages

Consider the ideal chains developed by the other groups:

- Do you agree with the inputs and outputs identified for these delivery chains?
- Are there additional inputs or outputs for the chains?
- Is there sufficient clarity around responsibility and timing?

Action planning – who will do it, when, and how?

Group exercise 3

- In groups, develop an action plan for the red stages to achieve the ideal delivery chain for the selected outcome
- Include:
Actions, when, who, resource implications and how will you know actions are successful

Review the action plans

- Consider the action plans developed by the other group(s)
- Do you agree with the actions, timings, responsibility, resource implications and success measures?
- Are the monitoring arrangements robust?
- Will these actions improve outcome delivery?

Next steps

- Complete and agree the finalised action plans
- Agree arrangements for mapping other red stages for the current outcome or to develop workshops for other outcome delivery chains