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Scottish Local Government Best Value Conference

31st May 2006

Introduction from

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Best Value and the Business Planning Requirement

- Session Sponsor – Graham Technology
- Interaction and Your Contribution - Capture
- WHIFM – Stimulation, Sharing, Challenge, Clarity
- Questions and Open Forum
- Introduction to Session Speakers
- Reflection

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Best Value and the Business Planning Requirement

The Challenge:

Why do Best Value Audits so regularly show flaws in the planning process? Realising the ambitions laid out in planning is best achieved when they can be uniquely described in terms of people, process and information. Driving measurable service improvements that achieve Best Value through the use of customer focused process improvement is the basis of this session.

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Planning & Best Value

Andrew Spowart

**Chief Executives Service
South Lanarkshire Council**

Paul White

Graham Technology plc

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Best Value and the Business Planning Requirement

Purpose of Workshop

- Explore the Extent to Which Business Planning... Actually Adds Value and Aids Service Improvement
- Share Experiences... Joint Learning
- Planning and Driving Service Improvements by Business Planning and Process Change

Context for Public Sector Management

- Public Sector Reform... The Much Awaited Think Piece...
- Local Government Re-Organisation... It's in the Air? Will We See Mergers/Acquisitions Voluntary/Arranged or Forced Marriages
- Modernise/Transform Public Sector Service Delivery
 - The 5 C's Coexistence...Co-ordination...Collaboration
Consolidation. Co-ownership
- Best Value Duties... Service Improvements
- 'Flat'/'Lean' Grant Settlements

Implications

- Survival Strategy... Councils Survival/Built Around the C's?
- More With Less... Yet Again... Or the Same With less
- Continue to Drive out Further Inefficiencies Within Services

What Is Needed?

- Systematic Approach to Achieving Sustained Improvement in the Performance... Management of Public Services
- Explore Different Approaches... Different Circumstances
- Incentivise to the Three E's
- Conditions For Success... Systems Thinking... Strategic Planning... Structures... Systems to Support Effective Performance Management

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Planning in Local Government Context

“If You Don’t Know Where You Are Going,
You End Up Going Around In Circles”

Marilyn Munroe Bus Stop - 1956

“Would You Tell Me Please... Which Way I Ought To Go From Here?”

“That Depends A Good Deal On Where You Want To Go Get To” said the cat

“I Don’t Care Much Where” said Alice

“Then It Doesn’t Matter Which Way You Go” said the cat

Lewis Carroll – Alice In Wonderland

Business Planning... A Critique

- We Are Doing It... Because We Are Told To Do It!
- Somebody From The Centre Asks For Them!
- Do We Use Them To Shape Services?
- Do They Link Well With The Need For Service Improvement...
particular the business processes... financial processes

The New World

- Pushed Further To Explore Operational Improvement Tools
- Growth in Application of 'Lean' Thinking and BPR... Feature in Shared Services Strategy
- Extent to Which Local Government Sector understands ...Appreciates the Value of BPR... Lean Thinking...

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Track Record To Date

Dabbled With.....

Waste Analysis... Job Design

Activity Scheduling... Quality Control

Fixation With New Thinking

- Respects Notions of Centrally Imposed Targets/Indicators
- Lean Thinking/BPR... New Fads
 - Find Out What Customer Wants... Assess Demand
 - Redesign Process... Shallow/Deep Cut.....?
 - Drive Out Processes Which Add No Value
 - Build New Systems
 - Measure Results.....