

Prioritization of strategic actions in British Local Authorities

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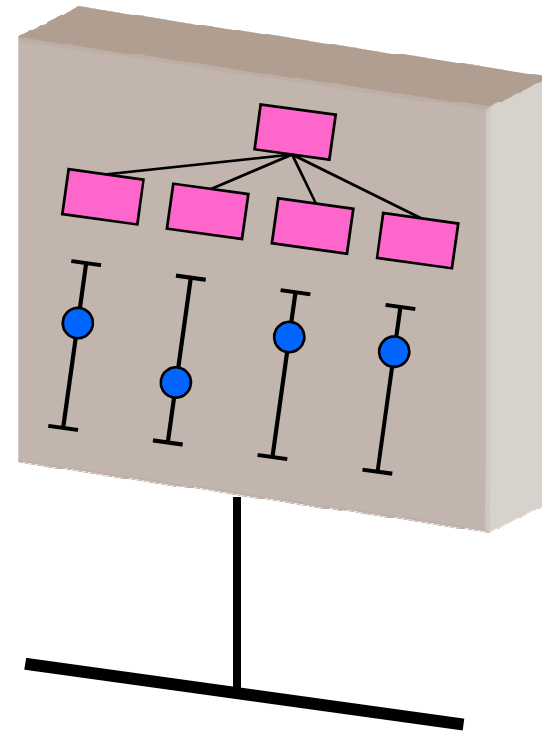
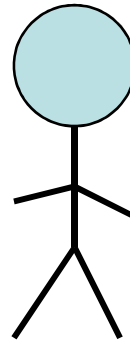
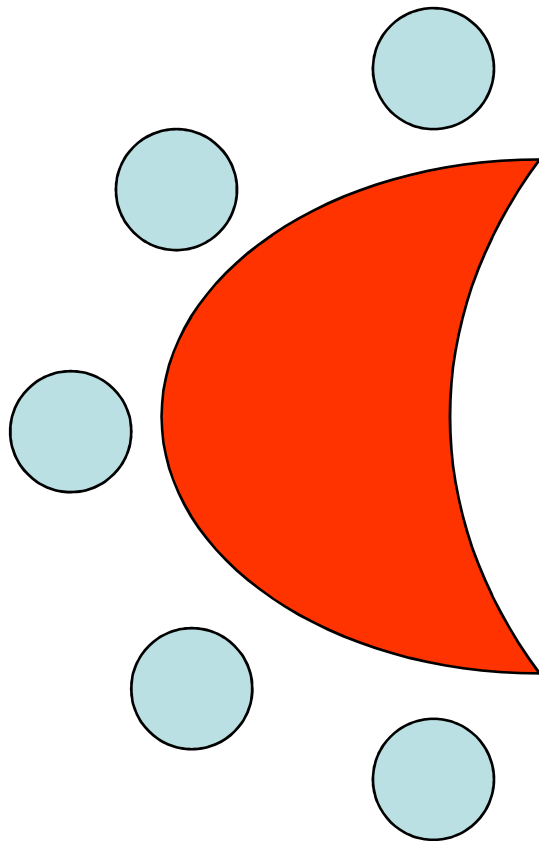
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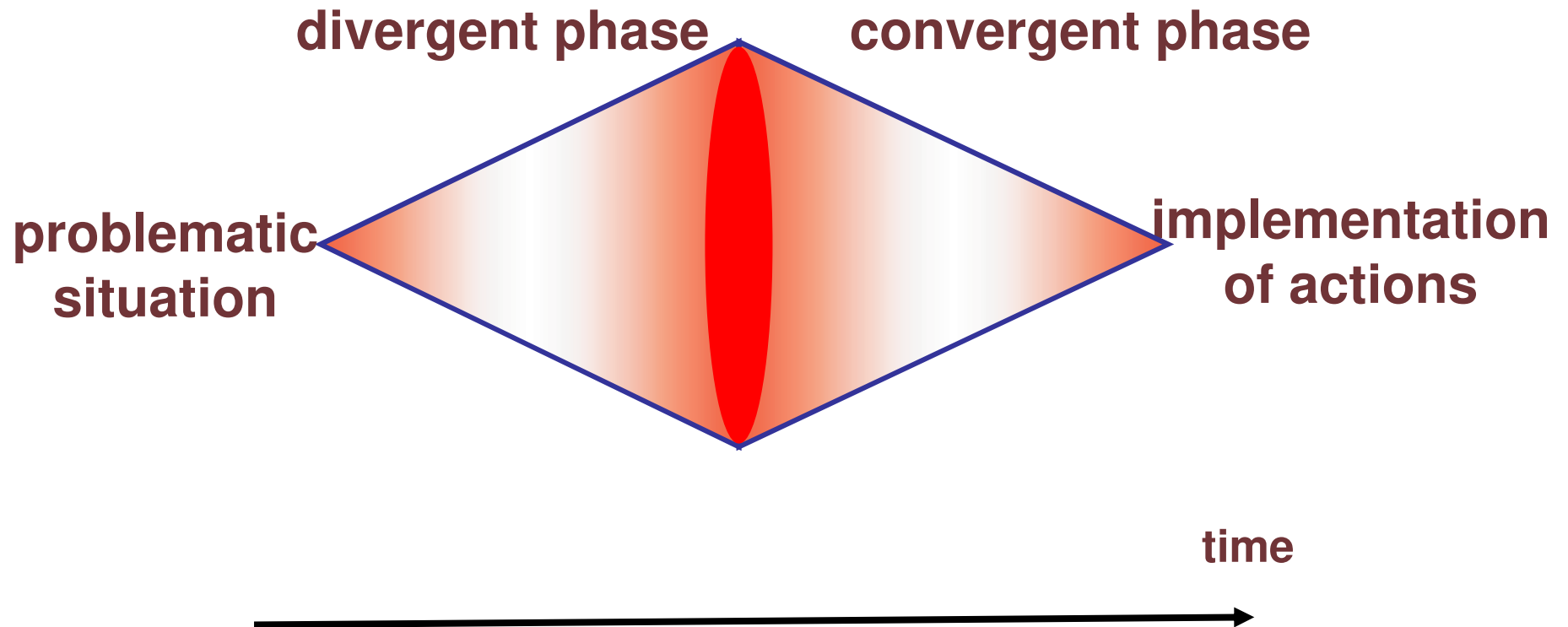
Warwick Business School, University of Warwick

Decision Consulting Ltd.

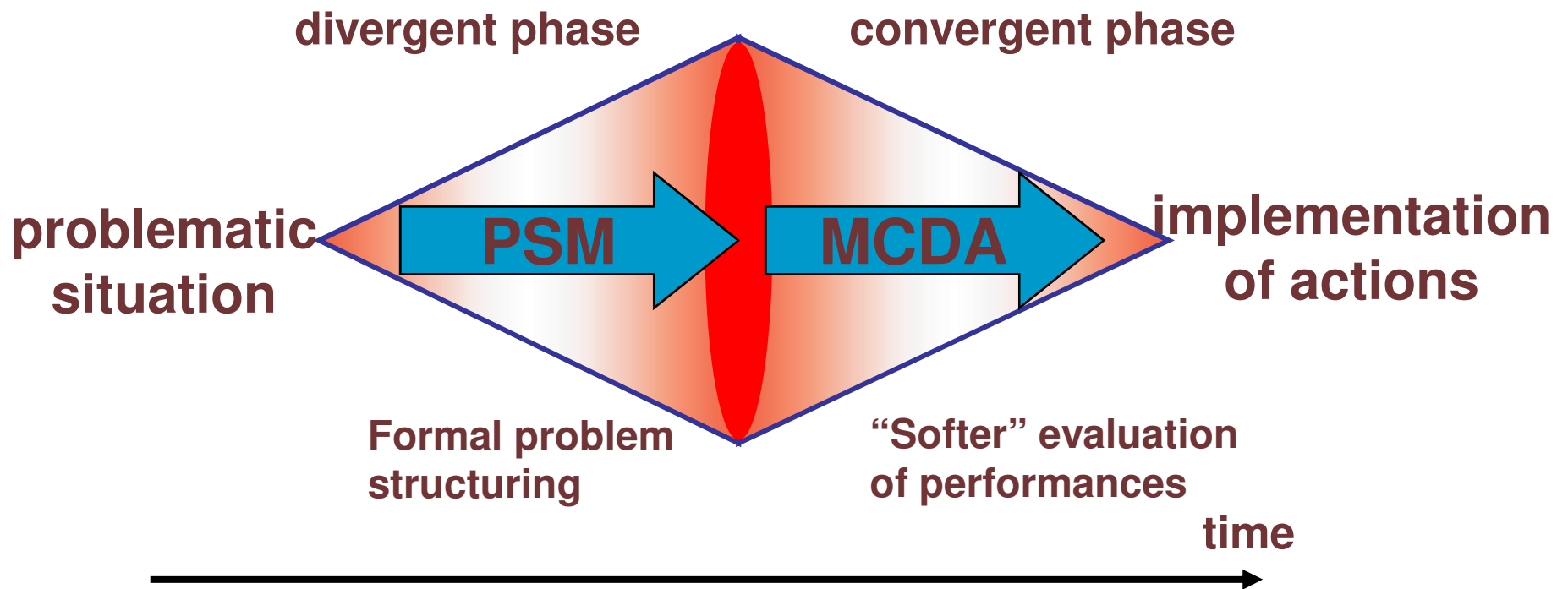
Decision Conferencing



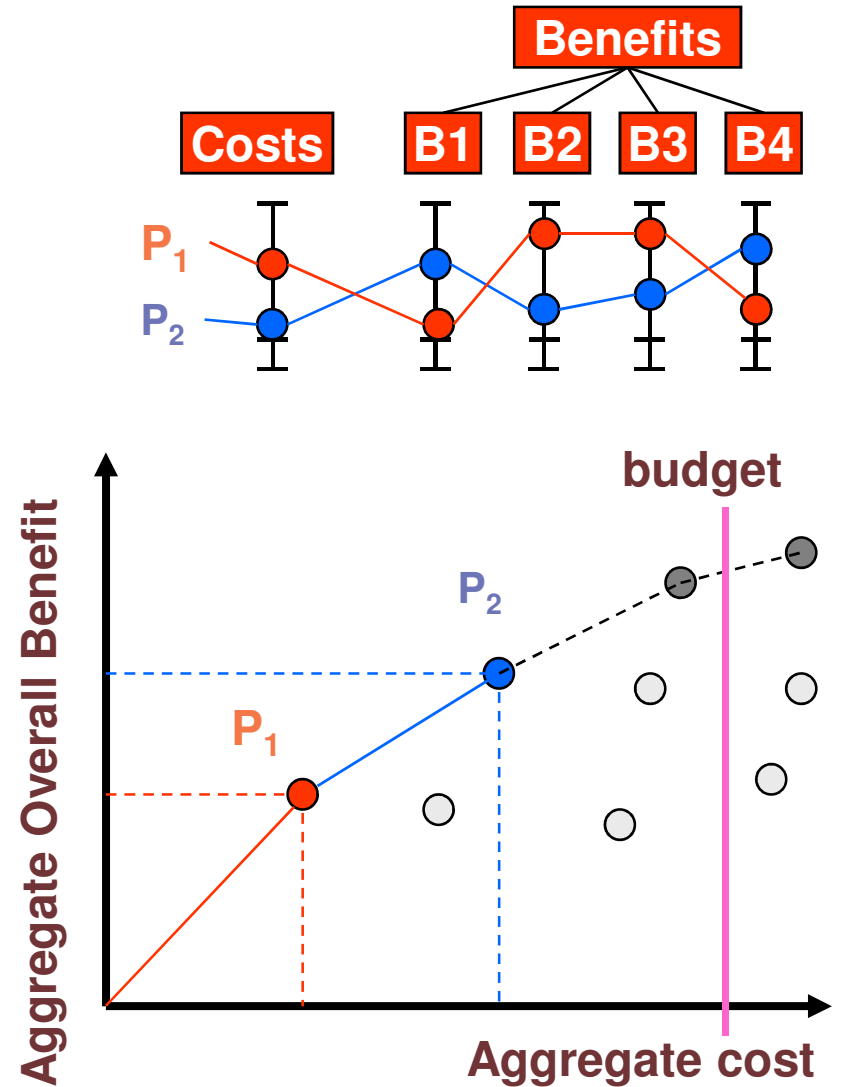
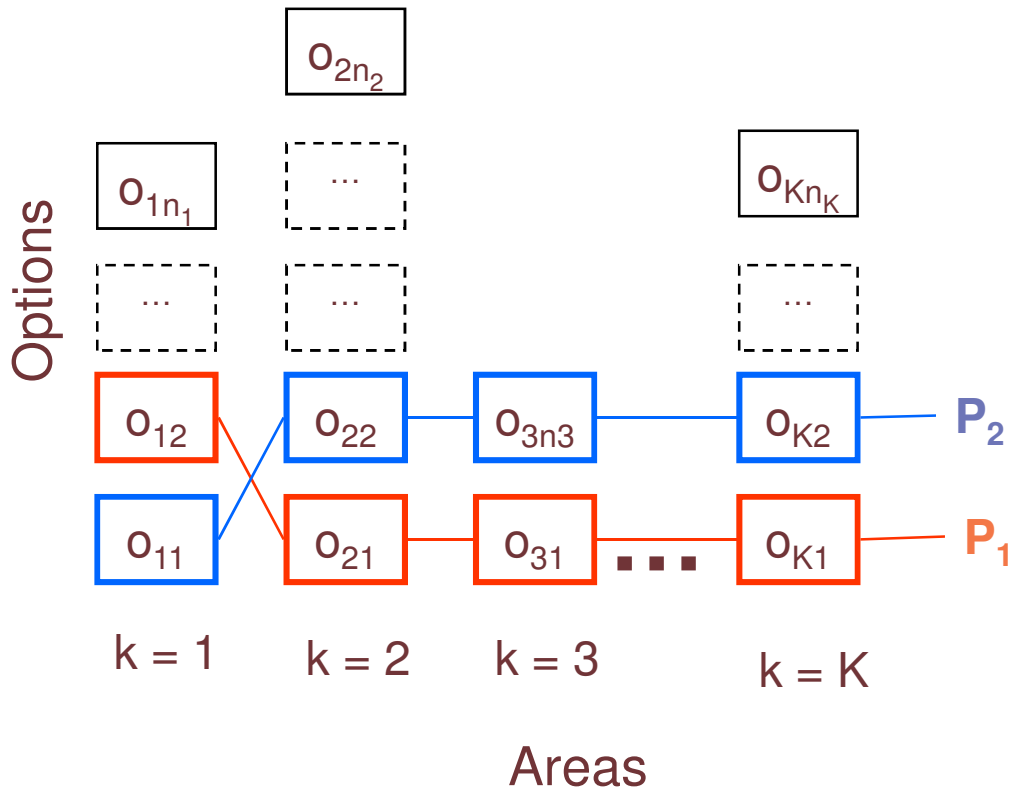
A Decision-Making Process:



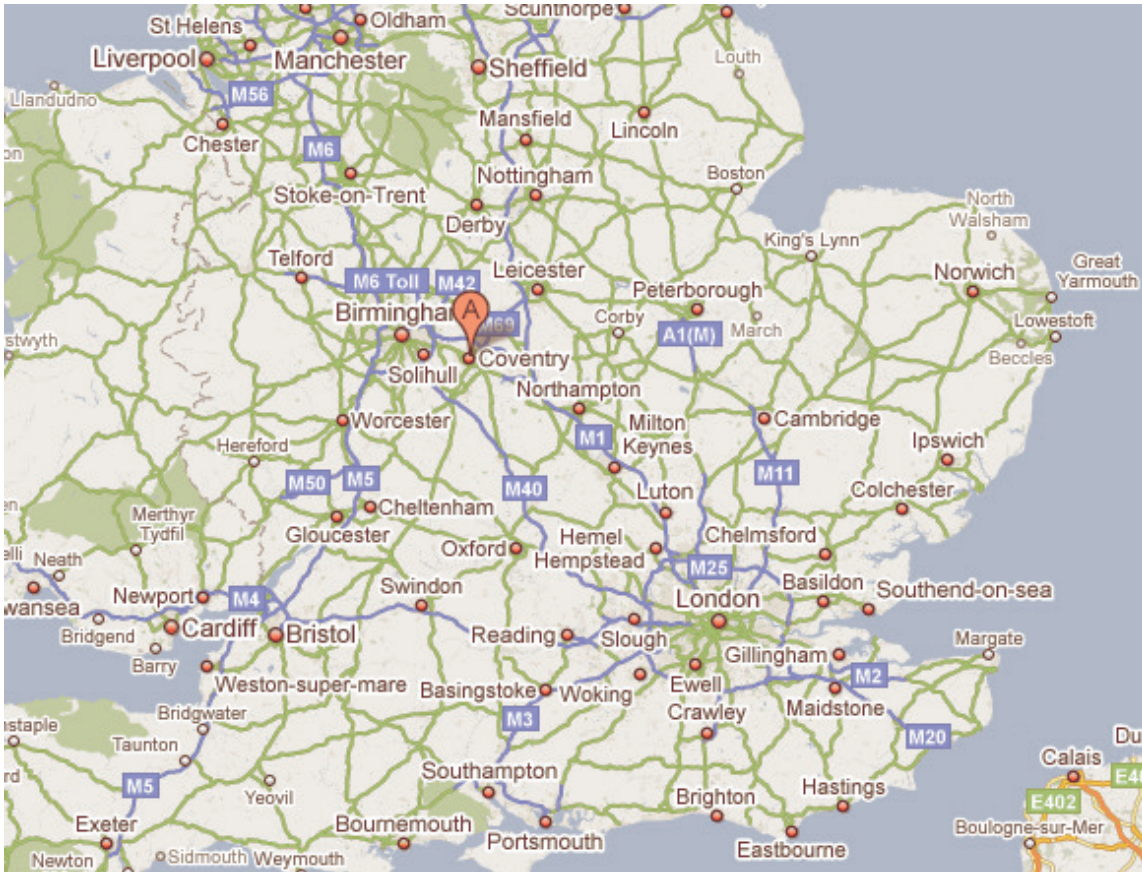
Soft Decision Conferencing



Multi-Criteria Portfolio Analysis



Defining Strategic Priorities for the Planning & Performance Team in Coventry City Council

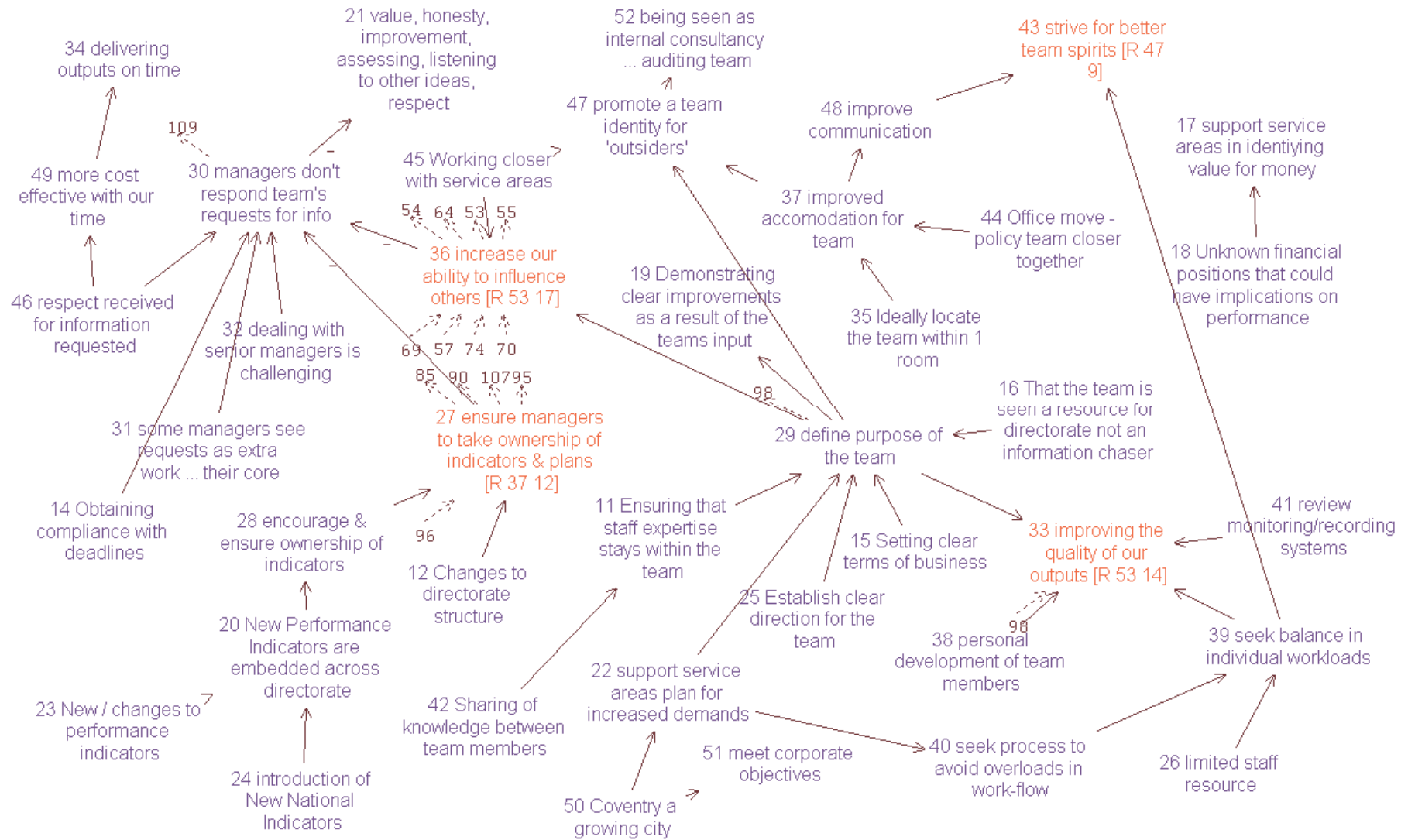


Council:
£257 mi/year budget

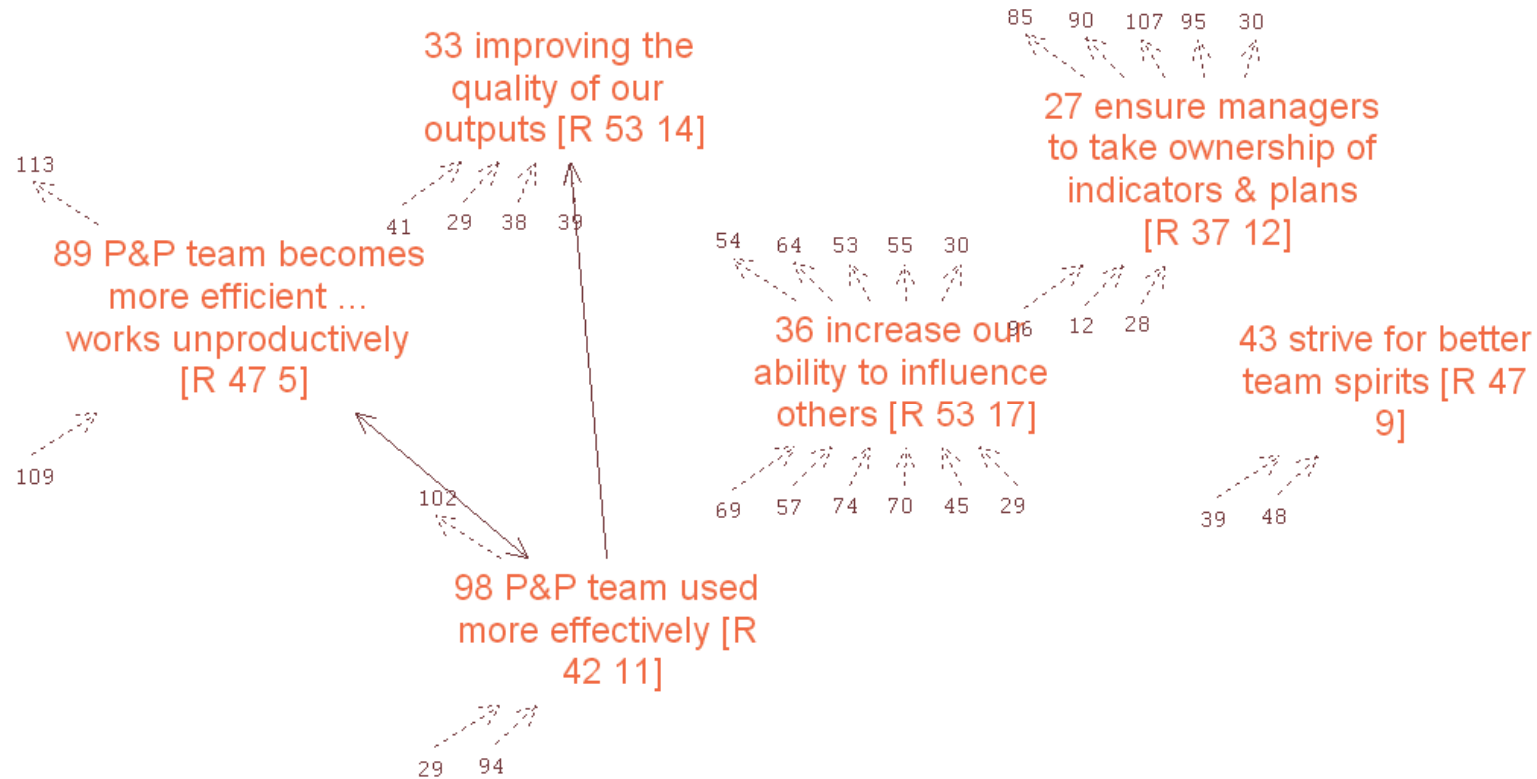
PPT responsible:

- Defining performance indices
- Auditing performance of depts.
- Supporting planning of departments
- Developing reports of performance

Understanding the Issues

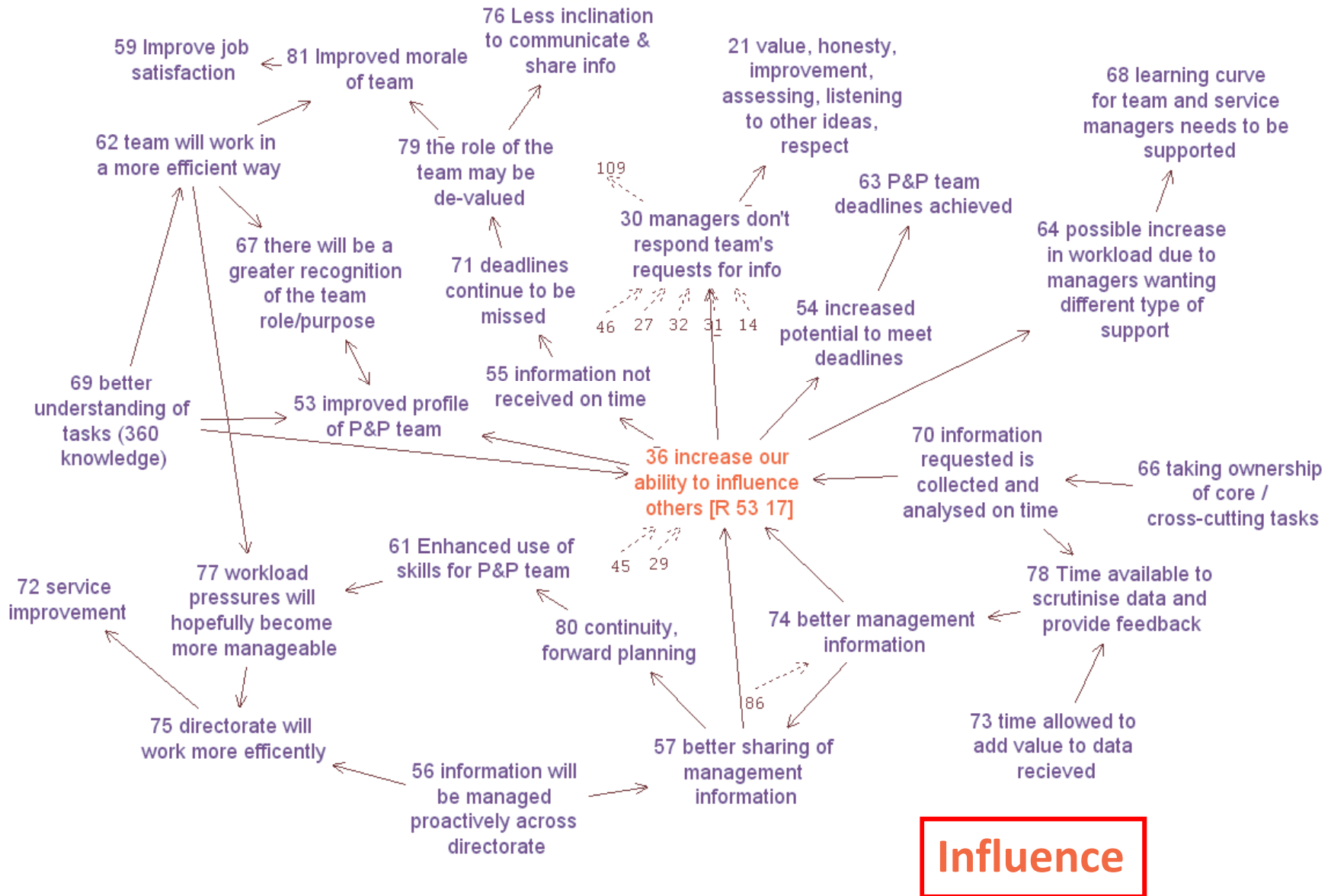


Initial Brainstorm

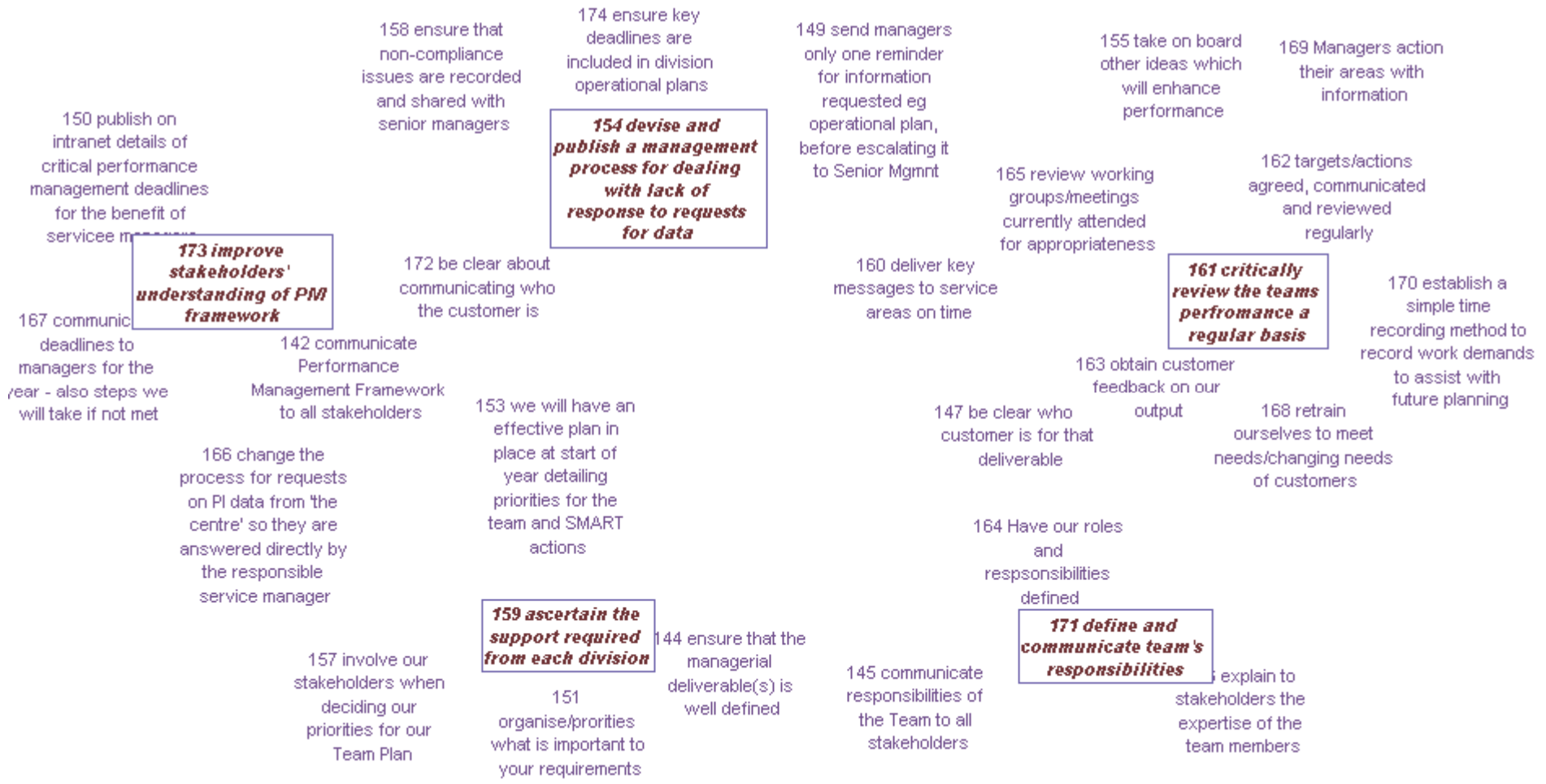


Overview of Key Issues

Identifying Decision Areas



Developing Decision Options



98 PPT is used more effectively: **actions**

189 analyse PPT's skills set against 193 & 194

181 examine all tasks given to the team and determine whether it is a task the team should be carrying out

192 Organising a strategy when planning work priorities

183 Review systems used to collect data

190 use and manage data effectively

195 audit all data that is captured

191 sharing best practice with stakeholders and amongst the team

193 agree & prioritise PPT's tasks

185 we clearly plan what we are going to deliver

179 review outputs drafts in the team before they are sent out

188 work towards better joint working with team and service managers

177 We understand our responsibilities

180 By having clear priorities/actions and timescales

182 record how long it takes to complete a process

186 record all outputs and understand how time and resources were used

178 to understand other colleagues roles

194 analyse use of PPT's time

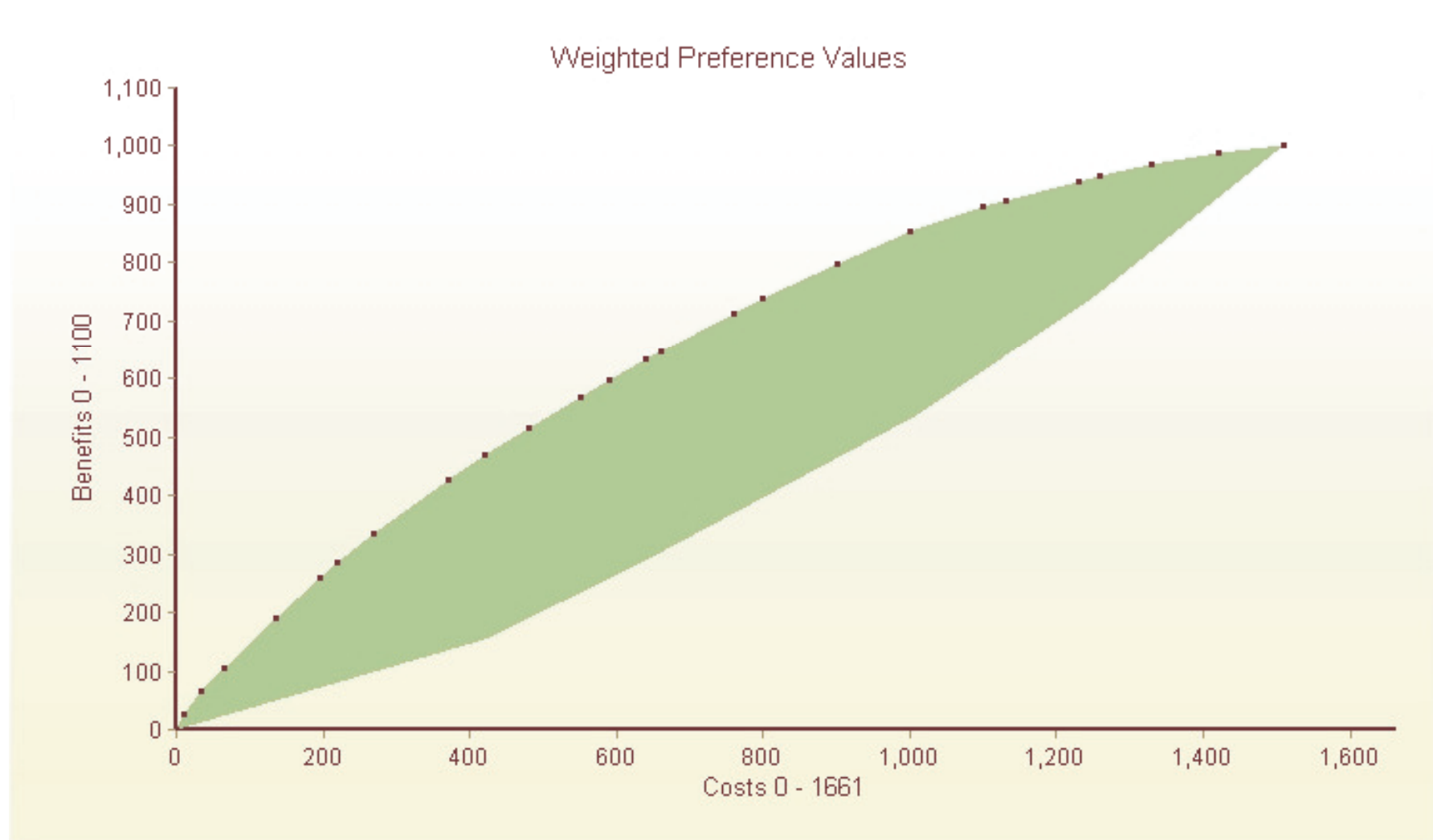
184 understand our productive and non-productive areas of work

187 ensure use of effective Time Management

89 PPT becomes more efficient: **actions**

8				Dvlp & sucsc plans	
7				Improve profile PPT	
6	Imprv. understnd PMF	Share best practices		Visit other councils	
5	Support req. divisns	Agree & Priorit tasks	Test mngrs skill&knl	Locate PPT same ofce	Reports stand formt
4	Mng procs. lack resp	Anal. use of time	Onus on serv. mngrs	Conduct debriefs	Quality check of doc
3	Def & Com Responsibt	Anal. PPT skills set	Feedback to mngrs	Team Bldg activities	Provide outline repo
2	Reww team performanc	Audit data gathered	Plans as Mng Tools	Set meetgts with HoS	Dev qual protocols
1	PPT Now	PPT Now	PPT Now	PPT Now	PPT Now
	PPT Used Effectively	Performance PPT	Ensure Mngrs. Ownrshp	Improve team spirit	Quality outputs

Finding Efficient Portfolios



Prioritising Strategic Actions

	Area		Level		Costs	Cum		Benefits	Cum
#0	1	PPT Used Effectively	1	PPT Now	0	0		0	0
#0	2	Performance PPT	1	PPT Now	0	0		0	0
#0	3	Ensure Mngs. Ownrshp	1	PPT Now	0	0		0	0
#0	4	Improve team spirit	1	PPT Now	0	0		0	0
#0	5	Quality outputs	1	PPT Now	0	0		0	0
#1	4	Improve team spirit	2	Set meetgs with HoS	10	10		26	26
#2	2	Performance PPT	2	Audit data gathered	25	35		39	65
#3	5	Quality outputs	2	Dev qual protocols	30	65		41	106
#4	3	Ensure Mngs. Ownrshp	2	Plans as Mng Tools	70	135		84	190
#5	3	Ensure Mngs. Ownrshp	3	Feedback to mngrs	60	195		70	260
#6	2	Performance PPT	3	Anal. PPT skills set	25	220		26	286
#7	2	Performance PPT	4	Anal. use of time	50	270		49	335
#8	3	Ensure Mngs. Ownrshp	4	Onus on serv. mngrs	100	370		93	428
#9	1	PPT Used Effectively	2	Revw team performanc	50	420		41	469
#10	1	PPT Used Effectively	3	Def & Com Responsibt	60	480		47	515
#11	1	PPT Used Effectively	4	Mng procs. lack resp	70	550		52	568
#12	4	Improve team spirit	3	Team Bldg activities	40	590		29	597
#13	5	Quality outputs	3	Provide outline repo	50	640		37	634
#14	4	Improve team spirit	4	Conduct debriefs	20	660		13	647
#15	2	Performance PPT	5	Agree & Priort tasks	100	760		65	712
#16	2	Performance PPT	6	Share best practices	40	800		26	738

Conclusions

- We supported a detailed action plan for the PPT.
- A formal problem structuring phase helped to:
 - generate better understanding of the situation;
 - encourage creativity in the design of decision options;
 - provide a systematic means to structuring portfolio models.
- Prioritising without hard data was still useful.
- Shorter interventions are possible but with technology support.
- Facilitators roles and parallel modelling.

Implications for research

- For research:
 - Developing an integrated methodology for (area-grouped) resource allocation decisions.
 - Need for integrated software tools?
 - Multi-Criteria Portfolio Analysis vs MCDA?