

# LAYERS OF DELIVERY

Measuring and managing organisational service delivery (as well as the continual improvement of organisations) can be viewed and analysed at 3 levels:

1. CORPORATE LEVEL
2. SERVICE LEVEL
3. OPERATIONAL LEVEL

## CORPORATE LEVEL

This is the **strategic level** and focuses on organisational service delivery. This is where management deal with strategy, design, structure, policy and deployment of resources.

**STRATEGIC MANAGEMENT** is what drives service delivery at this level. It involves topics such as organisational structure, culture, inter-organisational co-operation, change management, technology and external environmental forces. Strategic management should define the organisation's mission and purpose. The organisational level involves:

- Strategy;
- Design & Structure;
- Risk – by exception;
- Corporate policy;
- Quality assurance;
- Governance; and
- Finance and Resource deployment.

### ACCOUNTABLE OFFICERS:

Corporate Management Team

### DELIVERY LEAD:

Chief Executive Officer

### PROGRESS REPORTED:

Corporate Well-being Board/  
Scrutiny (where requested)

### KEY STRATEGY(IES):

Corporate Well-being Plan



## SERVICE PLAN LEVEL

The service level primarily focuses on the achievement of departmental and operational objectives. These objectives are aligned to the Corporate Well-being Strategy; the emphasis is more on functional and tactical service delivery to meet identified need.

**SERVICE MANAGEMENT** is where the focus is placed on workflow and process; with quality management and business improvement being key priorities. This level involves:

- Budget management;
- Workflow;
- Process/service improvement;
- Asset management;
- Quality controls;
- Risk management and mitigation;
- Department / job design; and
- Improvement and re-engineering interventions.

### ACCOUNTABLE OFFICERS:

Service Directors

### DELIVERY LEAD:

Senior Leadership Team

### PROGRESS REPORTED:

CMT/QPIR / Scrutiny (where requested)

### KEY STRATEGIES/PLANS:

Key Service Strategies/  
Plans(directorate)



## OPERATIONAL PLAN LEVEL

The operational level relates to practical management of the delivery of day-to-day business; and links to the management of people in an organisational context.

**DAY-TO-DAY MANAGEMENT** is achieved by focusing on the skills, knowledge, coaching and training of staff to provide greater clarity around their roles and responsibilities, and ensure staff have the skills they need to efficiently and effectively deliver 'business as usual' services. This level involves:

- Defining individual work goals and standards that align to the corporate objectives and priorities;
- Recognition of the impact staff actions have on both service and organisational service delivery;
- Opportunities for training and development activity to secure further improvements; and
- Coaching and mentoring to develop skills and strengthen capacity through multi-disciplinary practice sharing.

### ACCOUNTABLE OFFICERS:

Heads of Service

### DELIVERY LEAD:

Team Leaders/Managers

### PROGRESS REPORTED:

Focus on my Performance/Line Managers

### KEY STRATEGIES/PLANS:

Service Plans