

efficiency | quality | accountability

# APSE Conference

## The Importance of Service Delivery

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# Scope

- The future context of service delivery
- Rethinking service delivery
- Some examples
- End points

# Starting Points

- 12+% real reduction 2011/12 – 2013/14
- Long term pressures: Demand and finance: Potentially £2.5 billion+ (2016/17)
- 50:50 split: finance and demand
- The scale of spend on negative demand (NCPG)
- Improving efficiency and ‘best value’ against outcomes

‘Doing the right thing’ and ‘doing the thing right’

# The Outcome Focus

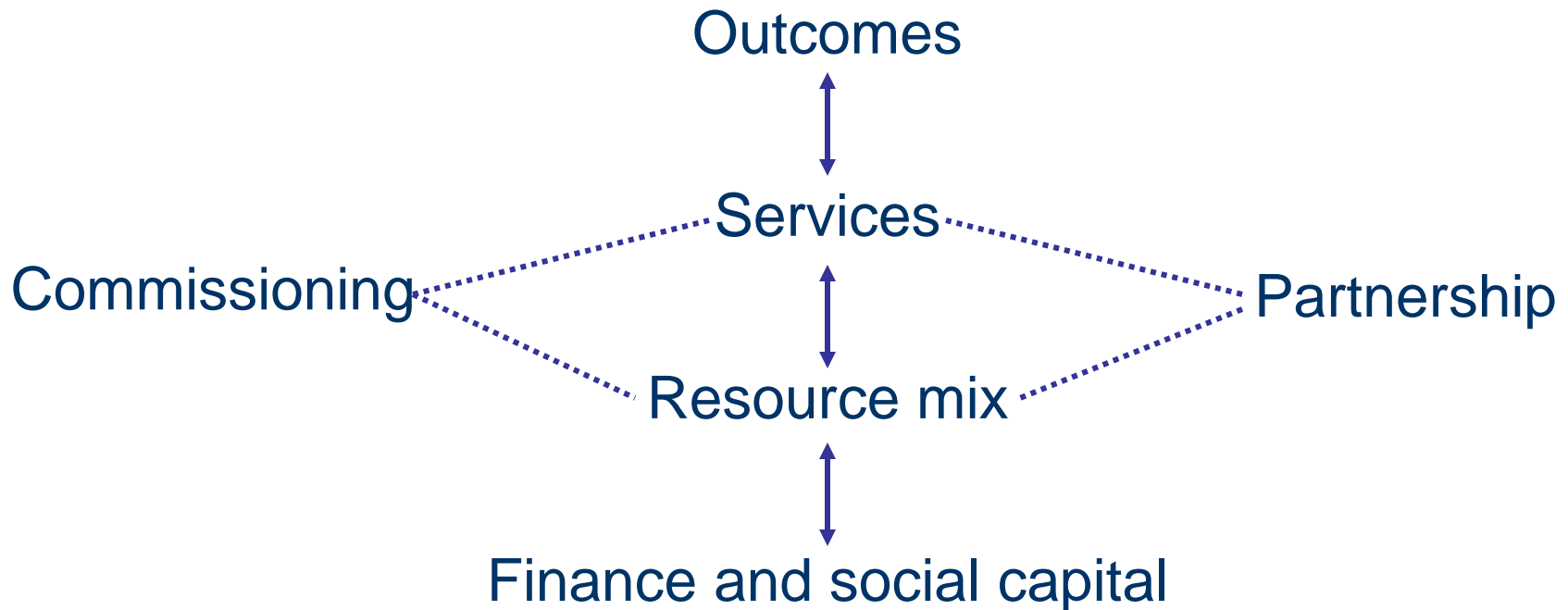
- Outcomes = quality of life; opportunities in life; quality of living context
- The 'why' of public services
- Focus on outcomes opens up question about the necessity and impact of current services
- Best value = 'cost effective in achieving outcomes'

# Efficiency

- Delivering services at lowest possible cost (operational):  
Wages, conditions and productivity
- Delivering outcomes at lowest possible cost (strategic):  
Partnership with individuals, families and communities
- Allocating resources in ways that optimise outcomes  
(allocative) e.g. environmental education -v- loft  
insulation
- Sustainability: Prioritisation; resource mix; redesign

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# Rethinking Service Delivery



# Key Points

- Services are about outcomes; not just activities
- Services are part of the equation: Not all of it
- Resource mix needs reviewed in the light of circumstances

# Some Examples (1) – Hospital Care

- Emergency admission of older people to hospital: £1.5 billion
- ‘Patients follow the money’ -v- ‘The money follows patients’
- ‘Health’ or NHS focus: Outcomes
- Family and community as part of resource mix

## Some Examples (2) – Class Sizes

- Systematic inequalities in outcome
- The classroom resource mix: Teachers; kids; learning technology: Learning space
- The importance of parents as ‘co-producers’ of outcomes
- Flexibility and efficiency

## Some Examples (3) – Waste Management

- Key environmental and financial outcomes
- The ‘service’: Pre-collection —→ end disposal defines efficiency
- Mobilising the household as part of the resource mix
- Getting capital right

## Some Examples (4) – Leisure

- Services and outcomes: What? For whom?
- ‘Resource mix’: Capital, revenue and sustainability
- Subsidy -v- delivery model (Trusts)
- Strategic partnership; exit and targeted subsidy, etc

# End Points

- Service delivery does matter because....
  - We want better results for people
  - We want best use of (very) limited resources
  - We need to avoid 'slash and burn'