The Experience of the Delivery Unit and Lessons Learned for Latin America

Improving Public Service Performance in LAC: Tool and Reforms
The World Bank and ILPES/ECLAC
LAC MIC ++ Programme
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Washington DC

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Setting and Meeting Expectations

Lead
Engage
Empower
Co-Produce
Results
Session Outline

• A Foundation for Delivery
• Getting Results Everywhere
• Unblocking Obstacles - Lessons of Delivery Units
• Discuss
• Continuing the Dialogue
A Foundation for Delivery
A Foundation for Delivery

SET PRIORITIES

Alignment with Budgets

Connection with the Delivery System

Accountability with Consequences

Monitoring

Building Capacity

Unblocking Delivery
Why......

- Meeting goals and ambitions
- Increase citizen perception
- Improve results
- Identify and solve delivery problems
- Deliver cross ministry collaboration
- Hold public services to account
- Transparency to the Public
- Greater efficiency
Translating Government Priorities into Delivery

**PURPOSE**

- Improve performance

**OBJECTIVE**

- Ensuring that improved outcomes are achieved
- Driving change on crosscutting problems through collaboration
- Focusing on citizen experience of public services

**EXAMPLES**

- Educational attainment, reduced crime
- Climate change, child poverty
- Confidence in public services, community

**POSSIBLE REFORMS NEEDED**

- Entitlements
- Benchmarking of key services and publishing performance information
- Stretching national targets
- Intervention and failure regime
- Pooled budget
- Create joint departmental teams
- Change civil service accountability
- Leadership
- Measure local community and citizen perceptions
- More transparent performance information
- Citizen engagement to drive public confidence
Challenges

- Understanding what drives delivery
- Culture change in government – a focus on delivery
- Connecting with those that deliver services
- Establishing and measuring outcomes
- Judging effectiveness and value for money in use of resources
- Governance and accountability
- Focusing on levers that affect behaviours
- Using all levers
- Too many indicators and priorities
A delivery system is a network of organisations, that need to work together to achieve improved outcomes for local people.

This includes central and local government, other public sector partners and partners from the third and private sectors.
Government Ambition to Delivery

Government Priorities

CITIZENS
Some key questions on delivery systems

- Which organisations have a role in delivering my goal?
- What may be preventing them from contributing to my goal?
- Are all these organisations effectively contributing to my goal?
- How can I improve the prospects for delivery?
Moving from a ‘delivery chain’...
... to a ‘delivery system’
Better Health for All

Key:

- = Department / Agency
- = national levers and covers HCC, CSCI, NICE, Audit Commission and wider agencies e.g. CQC etc including ‘clinicians’ e.g. GMC, NMC, HPC, etc

- = Working jointly and in partnership
- = joint local working relationship

Footnote 1, 07/8 programme to co-locate public health and social care presence in the regions. Footnote 2, consider in light of wider regulatory review.

Patients, People who need and use social care, Citizens, Socially Excluded / Disadvantaged Groups, Carers....

Equitable outcomes
Better Health For All

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Getting Results

**Leadership and Focus**
- Shared and clear strategic vision
- Sound governance and accountability
- Prioritising key programmes

**Understanding What Works**
- Knowing what motivates the people that matter
- Using incentives and levers effectively
- Everyone knowing that results is the ‘day job’

**Monitoring and Intervention**
- Good metrics and feedback loops
- Taking a citizen centred perspective
- Tools that solve problems and unblock obstacles
Unblocking Obstacles
Different Tools for Difference Contexts

- Fostering a new wave of innovative practice around personalising services
- A shift in resources and practice to preventing problems
- Support and encouragement for people to collaborate with services to meet their own needs
- Greater responsiveness and local accountability
- Increasing emphasis on professional skills, autonomy and accountability
- Continued improvements in standards and levels of productivity

...in Context
Purpose

To work in partnership with Ministries to:

- **Drive delivery** of the top priorities of the Government
- Assess and **independently report** on the performance of Government
- Provide support through analysis **identifying key delivery challenges**
- **Provide recommendations** that accelerates delivery capacity in delivery
- **Solve delivery problems** and get results
Delivery Units

Unblocking Delivery Obstacles

(i.e. progress reviews, problem solving, follow-up work with and brokering between departments)

Performance Policy (i.e. Performance Framework, Excellence, cross departmental working)

Capacity Building & Cross Govt Learning on Delivery (i.e. knowledge mgmt, deptl delivery units, networks & training)

Performance Monitoring (i.e. Data tracking and reporting)

Reporting
Prime Minister
Secretary of State
Senior Officials
What Makes them Work: Delivery Techniques and Tools

Scope of problem to solve

Research
Techniques – fieldwork, desk research, interviews, workshops

Analysis
Techniques – issue trees, value chains, funding flows, value chains

Specific new knowledge captured in clear presentation

Product
Monitor the Impact

Policy Delivery: trajectories

- Low Trajectory (policy has a lagged impact)
- Mid trajectory
- High Trajectory (policy has an immediate impact)

Long Term Strategic Goal

Mid term Delivery Contract Goal

Intermediate progress indicators or milestones

Historical performance

Project Plan Streams

Policy Step A
Policy Step B
Policy Step C

Delivery Indicator
Low Trajectory (policy has a lagged impact)
Mid trajectory
High Trajectory (policy has an immediate impact)
Criteria for Assessing Progress

- RESULTS
- Programmes and Governance
- Delivery Partners
- Citizens
- Value for Money
A Citizen Perspective

**Action to prevent repossessions – Customer Journeys**

**1: ‘Newly Indebted’**

**Objective:** Mapping the end-to-end journey for Government mortgage support schemes

**Segment:** David and Lucy - Newly Indebted: David was a security supervisor and being made redundant in January. Lucy works full-time as a taleason assistant, but in real-life scenarios they face high mortgage arrears.

**Experience Summary**

Key pressure points:
- Lack of early awareness and acceptance on the part of the household
- Involvement of money advice leading to delay and increased risk of lender action
- Reliance on face-to-face engagement; telephone queries meeting high response

**Experience Summary**

Limited customer and delivery partner feedback on Homeowner Mortgage Support (HOMS) means it has been possible to stage the delivery journey fully. The example above was selected locally; feedback on similar cases, but requires qualification through further engagement.

**Action to prevent repossessions – Customer Journeys**

**2: ‘Facing repossession / court’**

**Objective:** Mapping the end-to-end journey for Government mortgage support schemes

**Segment:** Chris and Natalie: bought their house in London in 2006, and have a young son. Chris has been out of work for 10 months since signing me as an assistant; now seeks help with mortgage arrears.

**Experience Summary**

Key pressure points:
- Lack of early awareness and acceptance on the part of the household
- Increased risk of lender action
- Limited customer and delivery partner feedback on Homeowner Mortgage Support (HOMS) means it has been possible to stage the delivery journey fully. The example above was selected locally; feedback on similar cases, but requires qualification through further engagement.

**Action to prevent repossessions – Customer Journeys**

**3: ‘Resolving financial advice’**

**Objective:** Mapping the end-to-end journey for Government mortgage support schemes

**Segment:** Sarah and John: have been living in their house for 10 years. They have recently separated and are facing financial difficulties.

**Experience Summary**

Key pressure points:
- Involvement of money advice leading to delay and increased risk of lender action
- Reliance on face-to-face engagement; telephone queries meeting high response

**Experience Summary**

Limited customer and delivery partner feedback on Homeowner Mortgage Support (HOMS) means it has been possible to stage the delivery journey fully. The example above was selected locally; feedback on similar cases, but requires qualification through further engagement.

**Action to prevent repossessions – Customer Journeys**

**4: ‘Facing repossession / court’**

**Objective:** Mapping the end-to-end journey for Government mortgage support schemes

**Segment:** Paul and Emily: have been living in their house for 15 years. They have recently separated and are facing financial difficulties.

**Experience Summary**

Key pressure points:
- Involvement of money advice leading to delay and increased risk of lender action
- Reliance on face-to-face engagement; telephone queries meeting high response

**Experience Summary**

Limited customer and delivery partner feedback on Homeowner Mortgage Support (HOMS) means it has been possible to stage the delivery journey fully. The example above was selected locally; feedback on similar cases, but requires qualification through further engagement.
David and Lucy make an appointment to see a Money Advisor, but the wait at their local centre is 3 weeks. In the meantime, they can only make a part payment, and the bank is losing patience; “it had only been a couple of months, but we received a final notice”.

After more searching, he finds a link to HMS on the treasury website – “I thought that I was eligible, but I couldn’t tell where to go next”. Finally on a forum he sees advice telling him to speak to a money advisor. Meanwhile, his bank call and writing ever more often – “there were letters every day. I didn’t want to open them”.

Paradoxically, the litigation team finds the bank distressing, but feels reassured that it is following the situation closely, and keeps in touch - “it had only been a couple of months, but we received a final notice”.

Panicked Lucy approaches a Nominated Financial Advisor, “Don’t know what to do, I don’t feel comfortable going to an office, so calls several agencies - “I received conflicting messages, but people were helpful, eventually CAB particularly told me to come in”.

Meanwhile the bank notices are building up. They are now three months in arrears and the letters start to arrive from the litigation team – “it felt excruciating, sheer panic”.

The savings don’t last however, and David can’t find the job he was hoping for – the couple miss two monthly payments; letters start arriving from their bank requesting payment – “I felt so anxious, I could hardly sleep for worry”.

David accepts a telephone call from his bank – they agree to suspend action for one month, but the “lender suggested that we seek support”.

Remembering the press report, David searches the web for mortgage support but can only find independent debt advice – he doesn’t know the names of the schemes and is confused – “There are lots of independents out there offering to buy your home and lease it back – but at a big cost”.

Shortly after, David’s employer loses a contract and he is made redundant; Lucy’s wage and savings cover the monthly payment, but finances are tight. “It was difficult, but I thought that we could get by”.

David is looking for work, and reluctantly visits his local jobcentre, but he doesn’t want to sign on – “benefits felt like the option of last resort”.

David and Lucy were both in full time employment, with little secondary debt, but they borrowed heavily in 2006 to buy their first home.

The example shown here reflects local authority feedback of similar cases, but requires qualification through further engagement.
Problem Solving Tools

- Preparedness to Deliver
- Delivery Planning
- Progress on Delivery
- Implementation Reviews
- Better for Less
- Delivery System Mapping
- Customer Journey Mapping
Overview

Build a Review Team

Self Assessment

Fieldwork

Document Analysis

Interviews and visits

Workshops

- Cross Ministry
- With officials
- With stakeholders
- With providers

Analysis and Recommendations

Report and Action
Some Tensions in Making a Unit Work

- Problem Solving Tools
- Department Silos
- A Few Priorities
- Shifting the numbers
- Policy Development
- Consultants to Departments
- Delivery Experts
- Cross Departmental
- All of Government
- Continuous Change
- Changing Behaviour
- PM Priorities
Some final observations

- Outcomes Matter
- The skills and dynamics of delivery can be analysed and understood
- The basics of good delivery are key
- Consistency and alignment enhances outcomes
- Systematic intervention can improve systems and outcomes
- Collaboration pays dividends at all levels
- Citizens can co-produce services
Continuing the dialogue…..

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Brown Bag Lunch

World Bank
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Washington DC

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From PMDU to Performance and Reform Unit
Intervene - Delivery Units

Unblocking Delivery Obstacles

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Problem Solving Tools

- Preparedness to Deliver
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- Implementation Reviews
- Better for Less
- Delivery System Mapping
- Customer Journey Mapping
Some Reflections on Performance Management

- Find the right balance between planning and delivery
- Build an effective performance management framework
- Ensure leadership and ownership for performance
- Use data and transparency to drive delivery
- Know where the money goes and what it does
Continuing the dialogue…..

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