

Improving performance in London

Programme overview

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Coverage: two objectives

- the case for building London's capability to use evidence for driving sustainable change
- improving quality, measurement and evaluation of evidence as enablers of change

*He uses statistics as a drunken man uses lamp posts – for support rather than illumination
(Anon)*

*Statistical thinking will one day be as necessary for efficient citizenship as the ability to read and write
(H.G. Wells)*

*The facts speak for themselves
(Anon)*

The drivers

- Uncertain climate/rising demand means need **new insights on impact** and effectiveness of delivery
- Need to build on **good practice /avoid bad practice**
- Opportunities/burning platform: **cooperation is aided by 'common language'**, standards and protocols for knowing 'what works'
- London stakeholders clear that Capital needs **pan-London intelligence** for future self-regulation
- This means **better understand relationships**
 - outputs (performance) V. inputs (expenditure)
 - other factors (demographic data – levels of deprivation)
 - area needs – use of customer segmentation/insight, predictive modelling
- **Intelligence** rather than data – to better explain the 'why's of performance
- Major emphasis on '**real time**' (quarterly or much better) data refresh & reporting

Took look at plethora of tools & offerings

The business requirement

Effective & coordinated ability to make transparent the relationships between performance and expenditure (VFM) on indicator, service, authority, sub & regional levels to account for the socio-economic context in which services are delivered

A coordinated intelligence *service* to decision makers as opposed to the addition of a 'one off' toolkit or software application

Performance data

Expenditure data

Customer segmentation/ satisfaction

Social economic context

Compelling case for new methodology to better integrate available data - a Sector led solution (measuring what London needs to measure)

A sector led approach:- Local Area Performance Solution

Basic 'must haves' were identified

Aid development of pan-London capability/a strategic intelligence service

Cost to Sector (Value for Money /return on investment)

Quarterly data refresh & reporting

Performance output analysis

Expenditure data analysis

Timeliness: basic application [performance v expenditure data]

Methodology for cross correlation with social context and customer insight data in 6- 12 months

Ability to benchmark both with London and nationally

Independent validation of methodology

Information for a variety of audiences

The Local Area Performance Solution (LAPS) aims to balance:

- Measure actual performance, with
- the amount of resources spent in reaching that performance, whilst
- taking into account socio-economic factors at a local level, and
- assessing the citizen's satisfaction with the service, so we can
- present the adjusted performance relative to others

This borough typically ranked 10th best performing in London

Borough 10 - Comparative Ranking		
	Average	Rank
Overall	57.4%	10
Corporate	39.6%	32
Childrens	65.7%	7
Social Care	73.7%	1
Environment	58.3%	15
Transport	53.2%	12
Community Safety	38.7%	25
Planning	82.2%	3
Culture	47.3%	19
Housing - Landlord	61.2%	7
Housing - Mgmt	100.0%	1
Benefits	51.8%	17

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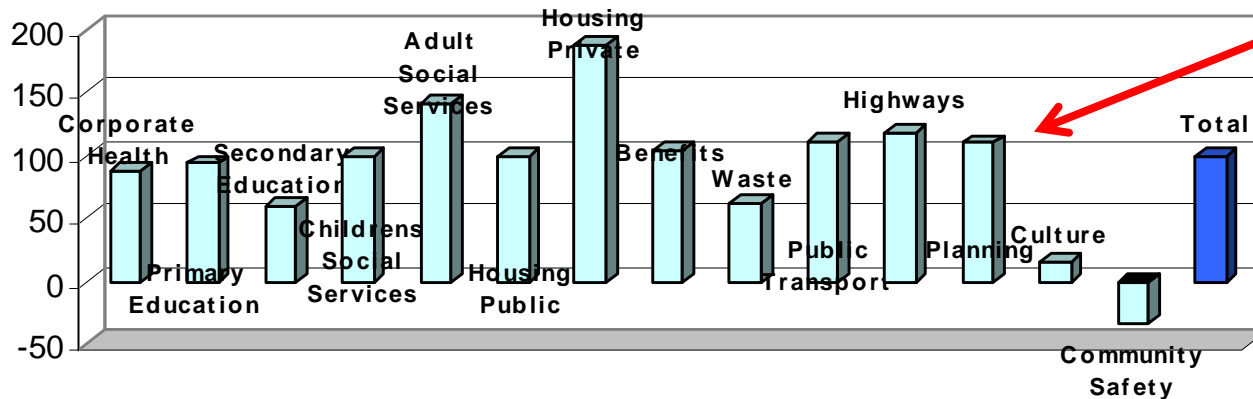
With prototype benchmarking method

Understanding

Borough 10

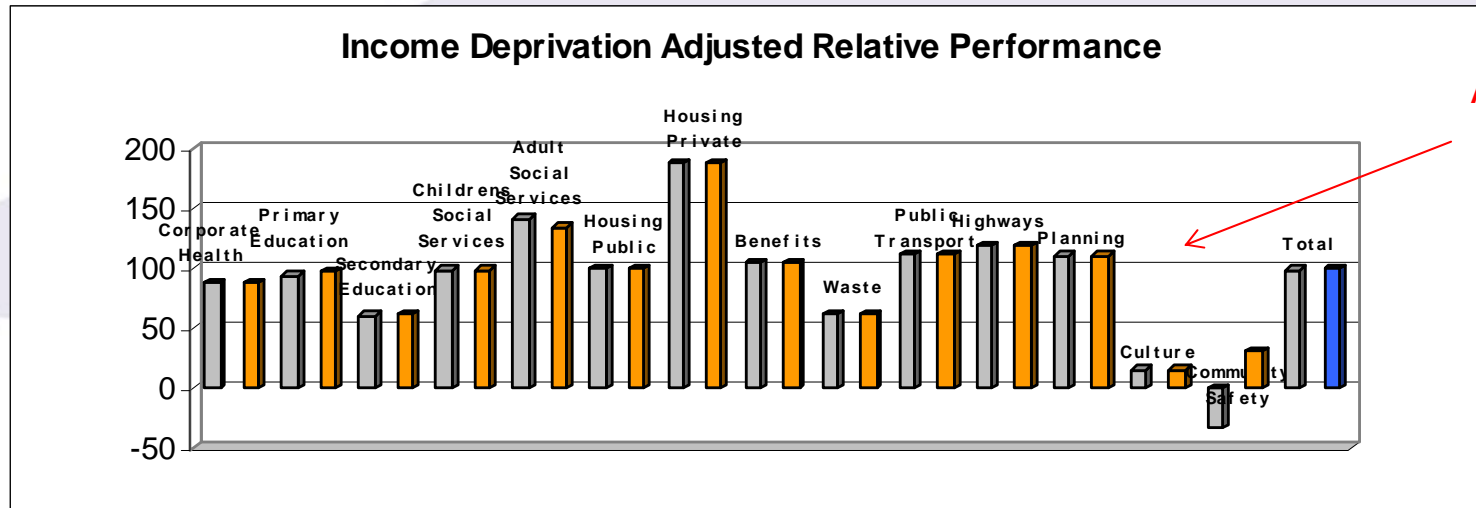
in 2007 with Relative Performance

Relative Performance



Average performance scores 100

Same borough when scores adjusted to account for levels of income deprivation



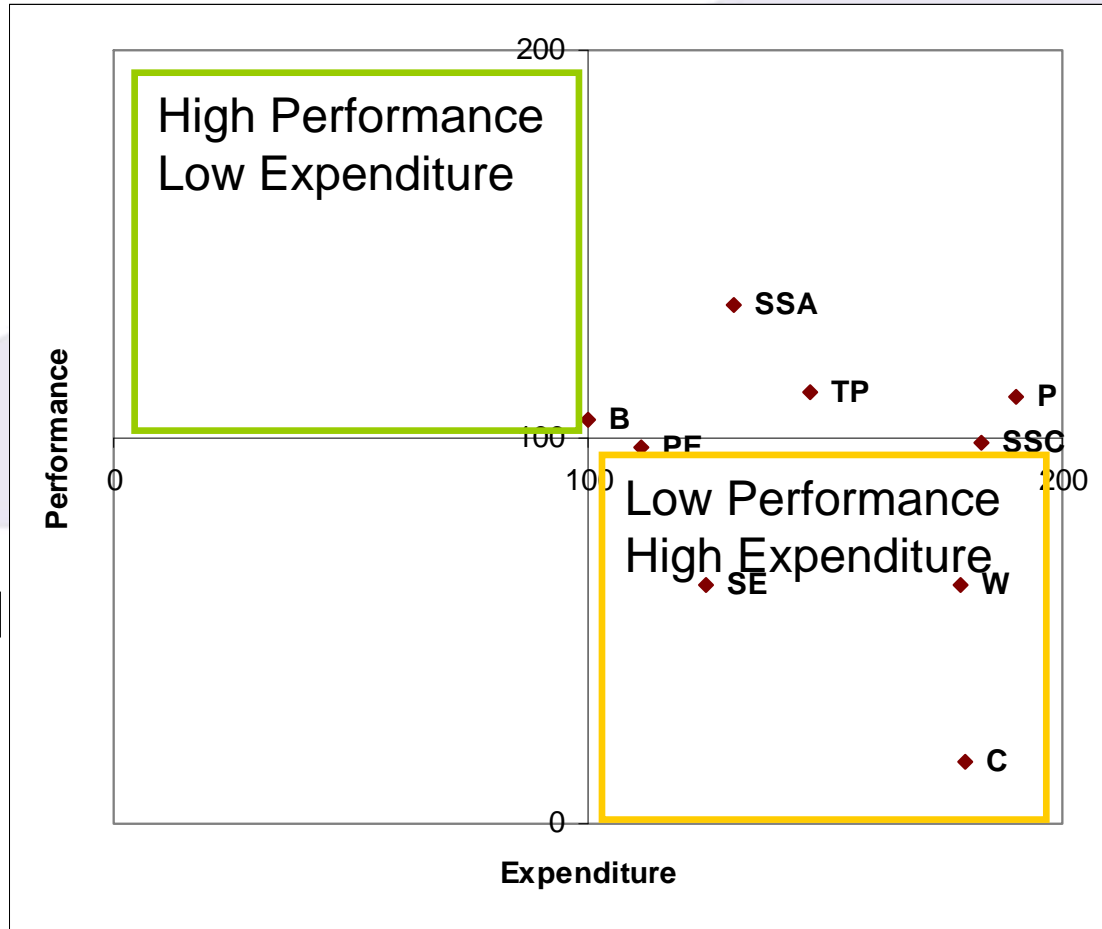
Average is 100

Main project concept is

LAPS methodology allows for adjustment for local context

(e.g. ethnic diversity, young people, population churn, owner occupation, urbanity, region)

One more example from prototype method using Borough 10 on VFM



- B – Benefits
- CH – Corporate Health
- H – Housing (public)
- Hi – Highways
- PE – Primary Education
- SSC – Children’s Social Services
- TP – Public Transport
- C – Culture
- CS – Community Safety
- HP – Housing (private)
- P – Planning
- SSA – Adult Social Services
- SE – Secondary Education
- W - Waste

Fit with strategic priorities

- *Development of evidenced based rationale ('common language') for driving and evaluating ever higher standards of performance and efficiency across London*
- *a key to culture of cooperation in order to redeploy available resources*
- *clearer understanding of where best to target effort/investment for high impact*
- *alignment with desire for self- determination, and innovation.*

Thank you

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