



CabinetOffice

The Strategy Unit

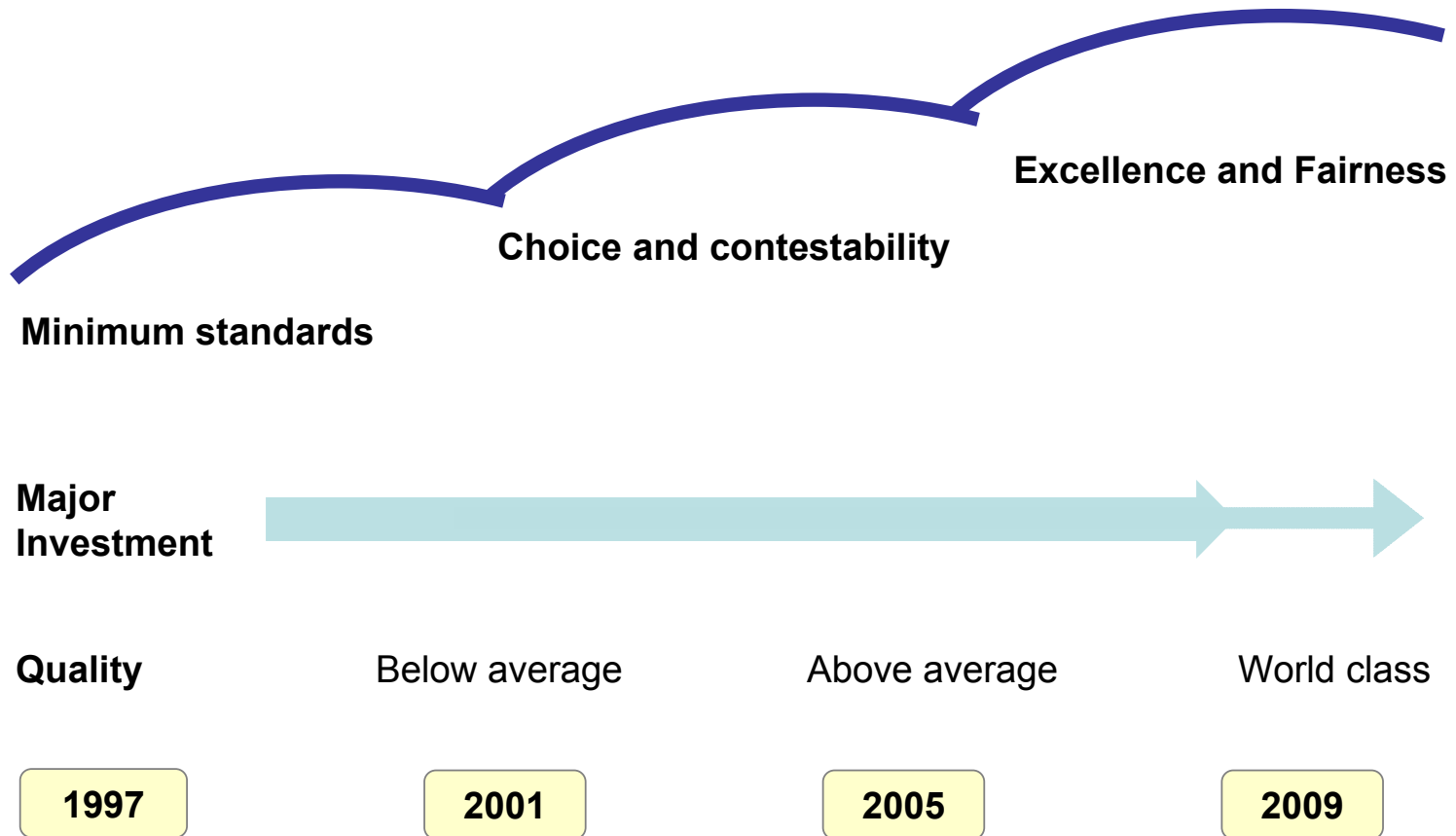
Excellence and Fairness:
**A Strategy Unit Lunchtime
Seminar Presentation**

**Making
government
work better**

Excellence and fairness in public services is driven by empowering citizens, a new professionalism, and Government acting as a strategic leader of the system



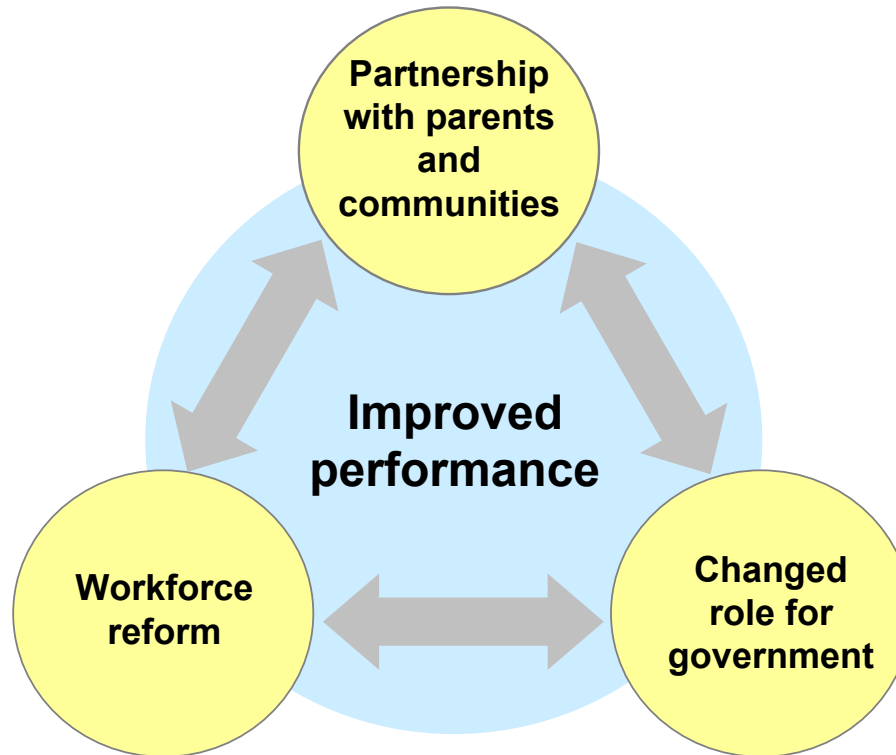
'Excellence and Fairness' is the third major phase of reform since 1997



Education reform in Ontario: White Paper January 2008

- **Three sustained priorities**
 - Raising the bar
 - Narrow the gap
 - Increased public confidence
- **Two key strategies**
 - Professional development
 - Remove 'distractors'
- **One key word**
 - 'Energise'

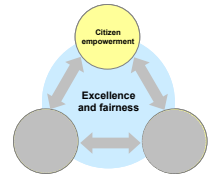
Education Blueprint in Victoria, Australia: White Paper April 2008



Public service reform, UK:
Excellence and Fairness, July 2008



Individual budgets give service users more choice, control and independence when combined with appropriate levels of professional guidance and peer support



Oldham PCT and social services department

Recognise citizens' valuable resources

- The starting point is the valuable knowledge and effort of service users, their families and peers

Joining up governance for joined up services

- The PCT and LA work closely together through assessment and risk management processes

Relationships and social capital

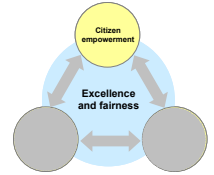
- Service users work closely with a social worker to develop a care plan, and peer support is encouraged and funded



The Government is moving forward on individual budgets...

- The introduction of personal health budgets is being explored
- Individual learning accounts are being piloted
- Individual budgets in adult social care will be rolled out nationally

Peer support empowers citizens, giving them more confidence to engage with services and maintain their independence



Watford Network: organising activities for under 5s and their parents/carers

Get involved: includes play mornings, social evenings, fund raising, exercise and arts and crafts

Open access: any parent can take part or get involved in the organising committee

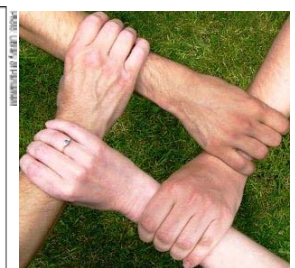
Raises awareness and take up of important public services e.g. children's centres, libraries, toddlers groups, parks, leisure and sports facilities

Practical help and emotional support that only peers can provide and social capital to isolated people i.e. expectant or new mums

Outcomes include: improved confidence, self-efficacy, and wellbeing

A 'Charter for peer support' would strengthen the rights of groups of service users

- The right to use providers' rooms and facilities for meetings (or cash for private hire)
- The right to access local grant funding based on simple criteria and number of members
- The right to publicity by local services and on public websites
- The right to 'auto-enrolment' for patients, carers and service users (with an opt out)
- The right to request a budget for staff in public services who set up and run peer support groups
- The right to time off/flexible working for staff who volunteer to run peer support groups
- The right to official recognition/regulation by local authorities



Move to presumed autonomy for professional practice and managerial decision-making because front-line professionals are best placed to identify how services can be improved



Finland's world class education system

Professional freedoms

Teachers have considerable pedagogic freedom in the classroom and are highly qualified - all teachers have a Masters degree either in education or in one or two teaching subjects

Organisational autonomy

The development of teaching materials is left to the discretion of individual schools, with core national curricula providing the foundations

Managerial autonomy and accountability

Autonomy is underpinned by local accountability. Schools work closely with parents and the local community. For example, school managing boards are comprised of teachers, non-teaching staff, pupils and parents



Opportunities to move forward...

Departments could consider removing unnecessary and overly-prescriptive performance management structures to give high performing, locally accountable professionals the flexibility and freedom they need to be world class

For example: Lord Darzi's Next Stage Review of the NHS and the recent Policing Green Paper have recommended a reduction of the total number of targets and increased the focus on outcomes

Programmes to incubate innovation give professionals the time and space to develop more radical ideas and new approaches to innovation



NESTA: the Health Launchpad

Promising ideas become new ventures

Developed to speed-up the creation of social enterprises, the Health Launchpad is an early-stage incubator, which develops promising ideas around long-term conditions into new ventures

Financial and Practical Support

It provides a source of hands-on support and risk capital for new approaches to health service innovation

The space to innovate

Our analysis shows combining funding with other forms of support, gives professionals the space to innovate



Opportunities to move forward...

Departments should consider aligning funding with support to attract, incubate, develop and scale-up the most radical approaches to public service innovation, whether in the public, private or third sectors

Centrally developed efficiency programmes should be supplemented with bottom up approaches that tap staff knowledge to secure continuing value for money improvement



Operation QUEST: Police leadership and management

Empowering frontline professionals to improve efficiency

The Police Service and HO have been able to achieve substantial improvements in performance, particularly in customer care, while also reducing unit costs through Operation QUEST.

For example, in its Northern Division, Lancashire Constabulary reduced the number of pending 'open' incidents by 91% and saved the equivalent of £420,000 a year of Police Officer time

Frontline staff are best placed to identify savings and deliver value for money from the bottom-up

Opportunities to move forward...

Tighter spending and heavier burdens on some services mean Government should ensure Departments have capability and capacity to support lean type approaches to improving efficiency in public services



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The Excellence and fairness website...

www.cabinetoffice.gov.uk/strategy/publications/excellence_and_fairness.aspx

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Last updated: 15/10/2008

Excellence and Fairness

Improving public services are at the core of the Government's mission to deliver social justice and **increased social mobility** [External website].

In the summer of 2008, the Cabinet Office published **Excellence and fairness: achieving world class public services** setting out the Government's overall approach to improving public services over the next few years. Although specific changes will vary from service to service, improvements will usually be driven by three main developments:

- Developing new approaches to **empowering citizens**.
- Fostering a **new professionalism** across the whole public service workforce.
- Providing stronger **strategic leadership** from central government.

This website provides access to the **report**, opportunities to comment by using the "Have your say" links, **key questions** for policy makers implementing Excellence and Fairness and links to **policy documents and resources** which exemplify the Excellence and Fairness approach.



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The Strategy Unit, Cabinet Office, Admiralty Arch, The Mall, London SW1A 2WH

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... features a policy toolkit.

New professionalism

New professionalism

	Key questions	Domestic examples	International examples
Raising skills and increasing consistency in the quality of practice	Can the skills of the workforce be improved?	The National College of School Leadership recently introduced the new Masters for Teaching and Learning [External website]	In Finland all teachers have a Masters degree either in education or in one or two teaching subjects [External website]
	How does the system ensure that professionals focus on getting the basics consistently right?	The National Institute for Health and Clinical Excellence and National Service Frameworks in health have improved basic practices in the NHS [External website]	The New Zealand Teachers' Council (NZTC) is responsible for developing a framework of competencies for different levels of teachers [External website]
	Are performance and information evaluations transparent and widely available?	Information technology now makes it possible to publish, share and search vast quantities of data, e.g. outcome information on individual surgeons	In Sweden, National Quality Registers ensure medical practitioners respond to reliable data and information and help to drive continuous improvement
	Are their mechanisms in place for professionals to collaborate and learn from one another?	Rightsnet is a welfare rights website for benefits advisers that provides up-to-date benefit and tax credit information and give advice [External website]	In Victoria, Australia. teachers have access to a knowledge bank to ensure good practice is shared across the system [External website]