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Institute for Public Service Value

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Accenture Global Cities Forum

London Health 08

10 December 2008

Accenture Global Cities Forum

Objective: To explore people's perspectives on the role of government and their definition of "public value"

Research method: Daylong "deliberative events" with residents of eight world cities

Outcome: Accenture Public Service Value Governance Framework

2007 cities: London, Sydney, Singapore, Berlin, New York City, Paris, Madrid and Los Angeles

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Approach

- Each Forum involved about 75 citizens recruited to represent each city's demographics
- "Deliberative" process for exploring public value from three perspectives—citizen, taxpayer and service user
- Events combined electronic voting, role-playing activities, and small-group and large-group discussions

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Global Cities Forum: Approach

- Customer service
- Choice
- Flexibility

- Efficiency
- Value for money
- Transparency

- Fairness and equality
- Ethical and accountable behaviour
- Broader outcomes for society

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from the eight Global Cities Forums: the principles of public value

Participants identified nine principles of public value:

- Equality and fairness
- Transparency and accountability
- Customer focus and flexibility
- Efficiency and value for money
- Connectedness and coordination
- Long-term outlook
- Focus on immediate results
- Accessibility
- Choice

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comparison:
principles of public value

	London	Sydney	Singapore	New York	Berlin	Paris	Madrid	Los Angeles
Equality and fairness	✓	✓	✓	✓	✓	✓	✓	✓
Transparency and accountability	✓	✓	✓	✓	✓	✓	✓	✓
Customer focus and flexibility	✓	✓	✓		✓	✓	✓	✓
Efficiency/ value for money			✓			✓	✓	✓
Connectedness and coordination	✓	✓		✓	✓			
Long-term outlook		✓		✓	✓			✓
Focus on immediate results							✓	
Accessibility	✓							
Choice			✓					

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Londoners have high expectations that go beyond simple service delivery

- **Londoners felt that they are not given the service that they deserve.**
- **They argue that they pay enough for the government to meet their expectations.**
- **The system needs to be more efficient and effective in order to really make the most of the investment.**

[government must] *demonstrate tangible benefits before they ask for more money*

93% feel that people who use public services do not get enough say in how they are run

70% feel that public services are not meeting their expectations

77% feel that services are not customer friendly

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Londoners expect government to…

…tackle the social issues facing London today

To this, government should act as a:

- **guardian of quality:** ensure that public services are managed well
- **strategist:** know what the present conditions are, what people want and how changes may be brought about
- **arbitrator/regulator:** set and enforce the rules by which all of those who affect social conditions behave
- **educator:** don't just preach to people about living healthier lives, give people more information so they can take more responsibility
- **enabler:** truly engage people in the services that affect them

"[Government is about] providing a sense of community and building a better quality of life"

What is the most important issue facing London today?

- public safety (19%)
- health (18%)
- housing (13%)
- immigration (12%)
- education (11%)
- cost of living (9%)
- employment (8%)
- environment (7%)
- ease of transport (2%)
- community cohesion (2%)

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… but recognise …
the importance of individual responsibility

- The creation of public value is not the sole responsibility of government or public services.
- People want to take more personal responsibility for their own actions.
- Government needs to encourage and support this, but with a special focus on London's most vulnerable people. This will help reduce the large inequalities in London.
- Yet, governments' stewardship of the welfare state – and even its recent reforms to public service – focus too much on rights and, despite the rhetoric, do not place enough emphasis on personal responsibilities.

We all need to be part of the solution. This is a relationship we must have, government should be more accountable, but people must also embrace personal responsibility

"People now think that they don't need to do anything to stop anti-social behaviour; it's somebody else's job now. There are so Many laws restricting what you can do. I feel that I cannot police my own home or children. ASBOs have taken away my responsibility for the safety of my neighbourhood."

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messages for action in London

- **Forge a 'blended' or co-productive approach to public service delivery:**
social and economic conditions are best tackled in co-operation with different public service departments, voluntary organisations, private businesses, neighbourhoods and individuals.

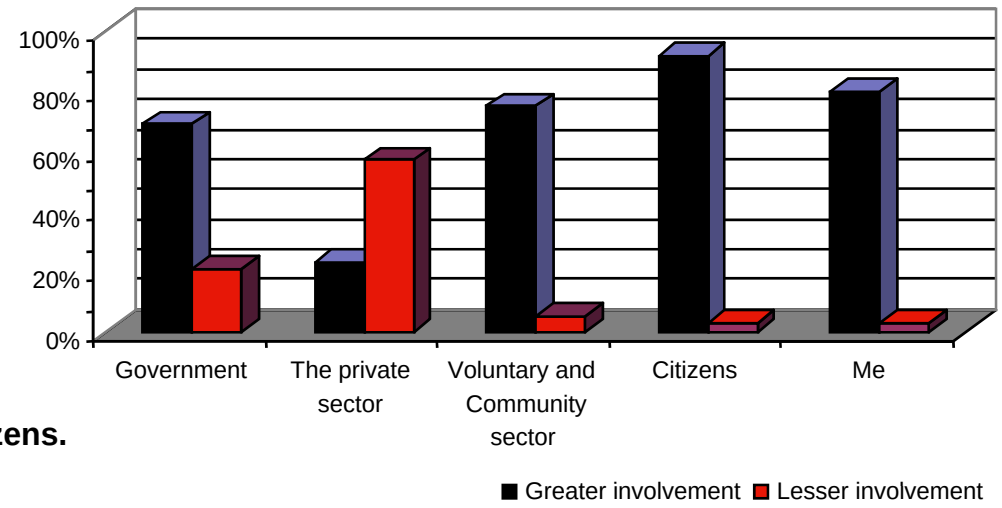
- **Empower citizens:**
engage and educate citizens to play a larger and more informed role.

- **Ensure transparency:**
give people more information about what is happening and how they can influence outcomes; be clear about the cost of services and demonstrate how things are changing.

- **Extend fair access and opportunity:**
balance universality and flexibility in service delivery, which can involve tailoring services to individual needs and locations.

- **Join up delivery to serve Londoners:**
create integrated professional teams to tackle complex social problems faced by the city's citizens.

Over the next 10 years how should the role of the following change?



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public value of health

	London	Sydney	Singapore	Berlin	Los Angeles
Equality of provision	✓		✓	✓	✓
Quality of care	✓	✓	✓	✓	✓
Long term outlook/ Prevention	✓	✓		✓	
Accessibility	✓	✓	✓	✓	✓
Choice of service					✓
Efficiency/Value for money			✓	✓	
Connectedness to other services	✓				
Financial access		✓	✓		✓
Transparency	✓				

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The Accenture Public Service Value Governance Framework

A new model for more connected governance, the Framework comprises four components:

Outcomes—Focusing on improved social and economic outcomes

Balance—Balancing choice and flexibility with fairness and common good

Engagement—Engaging, educating and enrolling the public as co-producers of public value

Accountability—Clarifying accountability and facilitating public recourse

Accenture Public Service Value Governance Framework

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focusing on improved social and economic outcomes

- Articulate mission and formulate strategy to focus on improved social and economic conditions
- Develop performance management systems that emphasize outcomes for citizens as part of a richer dashboard of performance measures
- Develop human capital, with specific regard to building the understanding, knowledge, capabilities and structures required to improve social and economic outcomes

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balancing choice and flexibility with fairness and common good

- Measure organizational ability to deliver complex and competing dimensions of public value over time
- Construct monitoring systems that measure and analyze the impacts of service delivery on subsets of the population
- Use market segmentation analysis to tailor public service delivery to specific needs of different groups of citizens

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engaging, educating and enrolling the public as co-producers of public value

- Create new information delivery channels that enable the public to interact with and learn from their governments
- Promote and support citizen education programmes to help build greater public understanding of public service outcomes
- Bridge service provision across agencies by promoting integrated cross-organization initiatives and wider citizen involvement

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clarifying accountability and facilitating public recourse

- Demonstrate whether organizations are meeting their intended goals through public performance reporting
- Integrate cross-organization program budgeting and develop diverse delivery channels, including e-technologies and telephone information centers
- Streamline, publicize and report on complaints resolution processes

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Global Cities Forum: 2008 events

Oslo, Toronto, Tokyo, Rome, Dublin

GCF participants discussed three global issues:

- Immigration and the increased movement of people
- Environmental degradation and global warming
- Widespread use and storage of personal information/data online

Global survey on outcomes, balance, engagement and accountability.

Citizen web-engagement: www.accenture.com/spendingpublicmoney

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