

If there is vfm activity on which we could work together, call Andrew on +44(0)7885 626914.

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## How on earth can we do more for less?

### *3 workshops* on the realities of vfm in 2010

Times are tough, and – by all accounts - likely to get tougher. All parts of the public sector are planning for substantial reductions in financial resources. Many leaders are saying that there will be no ‘slash and burn’ – no reckless reductions in resources that lead to arbitrary changes to services.

The rallying cry is ‘do more for less’, meaning ‘provide the same volume and quality of service – or better – using fewer resources’. Some fear ‘less for less’; others – in anticipation of rising demand – expect that ‘more will need to be delivered for less.’

But how? How can you do more for less? What opportunity might there be in crisis?

### *Workshop one* – who’ll blink first?

#### Re-thinking value for resources

How will you respond to structural changes in resources for the services you provide? You could .....

- decide to ‘batten down the hatches’, and get you own house in order before entering into any kind of discussions about joint vfm actions with partners
- take decisions (for example about service entitlement thresholds) which ease demand for your service, but increase demand elsewhere in the system for your partners (as well as put your clients under strain)
- position the actions you need to take in relation to the experience of your community or clients – ‘we are all going through what you are all going through’
- develop shared scenarios to help identify how the need for streamlining resources and services might impact on particular clients and clients groups
- change expectations about client responsibilities for their own care and support

This is **for you** if you....want

- Chance to network
- Space to think
- Access to original perspectives
- Time to consider different course of action

**Contact us** to express your interest in either regional or local versions of workshop one

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## *Workshop two* – what’s our policy on vfm? Is it more? Is it less?

What are the **assumptions** in your partnership about vfm? Do you assume that partnership working is inherently wasteful, or costly – and therefore a ‘nice to have’ when resources are plentiful? Or, do you think that it is possible to do ‘more for less’ through joint working, both within, and between organisations? Might joint working be a key to ‘more value for less’ resources?

How do you relate **costs and outcomes to waste**? What shared evidence do you have of how resources could be more effectively used? How do targets – for example LAA targets – relate to priorities (for example, political priorities)? How are these likely to interplay in making decisions about vfm? Do conversations about targets and priorities take place across your partnership, or within your own organisation? What are your assumptions about ‘resources’ – where are they? what are they?

We are all likely to experience a **kind of shock** in relation to some of the challenges in prospect. A natural reaction will be to think – ‘I/we do not have the time to do anything about this...we do not have the capacity!’ It is also highly likely that experience of system-wide management improvements in vfm is not widespread. So...

- Where does the capacity and the capability lie in the system to confidently address the need to tackle vfm on a large scale? Is it a specialist, accountancy function – or is there an opportunity to make it a core competence for all managers, working in partnership?
- What experience is there in your partnerships in managing waste ‘out of the system’ without direct deterioration of service volumes or quality?
- What tools and approaches could you use? Could you use customer journey mapping, outcome planning, results based accountability, activity based costing, lean systems re-design?

This is for you if you .....

- Need to think about your policy on vfm
- Want to explore shared approaches with partners
- Would welcome some support and challenge in doing this

**Contact us** to discuss how we could help you to develop common ground in your partnership around vfm and doing more for less

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## *Workshop three* – getting more for less from our partnership

At some point or another, '**cash will be king**'. How do you think about this? Have you frozen recruitment? What are your expectations about 'Whitehall' asking for specific budgets 'back'? What are the implications for 'pooling' – whether actual or notional – as expressed in joint commissioning budgets?

Many of the **governance** mechanisms of partnership working have built up around the need for priority setting, but in the context of the allocation of 'additional' resources. Governance mechanisms are likely to be tested (and may need re-designing) to deal with de-commissioning, and virement of resources and changes of role for personnel.

What changes might you need to make to governance or **joint commissioning**? How will you make sure that the discussion of this is open and well informed?

This is for you if you **feel**....

- Well informed
- Ahead of the game
- Prepared for the future

But **need** to

- Re-think the value of joint work
- Action plan service re-design to achieve better vfm
- Think about re-configuring resources
- Get to grips with joint commissioning

**Contact us** to discuss how we could help you to action plan improvements in delivery in your partnership which will achieve better vfm

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