

Public Value in Value for Money: From Frameworks to Practice

Speakers



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Redbridge experience with the VfM toolkit – Strengths and Weaknesses

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Workbook Views

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Gridlines Headings

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Macros

D65

A robust targeting criterion justifies the selection of participants and enhances a programme's reach to the most vulnerable groups (e.g., the poor, people with disabilities, gender-sensitivities).

	D	E	F	G	H	I	J
53	Assess the leverage of other activities and the wider financial and non-financial benefits of the programme. Is there any evidence that shows significant potential for expansion or replication?	Digital Strategy and Business Case	3	<p>The work outlined in the Children & Families Digital Business Case will put children and families services in a stable and sustainable digital position, there is significant potential to expand from this programme of work. One example of this is through the introduction of the LIFT finance module will provide much improved data on our childrens finance from here we could expand to improved and more intelligent forecasting and map the costs of a child over their lifetime. Need to better clarify links to corporate plan in the business case.</p> <p>Replication into Adults and vice versa. Expansion - after projects in prioritised backlog. How do we link into community hubs and family hubs model (in scope). Opens up future opportunities to integrate with E&I and adults.</p>			
54	Is there a plan in place to measure 'additionality' and check 'attribution'? Changes could happen over time due to external factors. Understand what would happen without the programme and whether there are externalities that will accrue to participants as a result of the planned activities.	Want to forecast financially and demand data for the do nothing option		<p>The Children & Families service are starting fiscal year 22/23 with budget pressures and we know that demand for services is ever increasing. The digital programme will help to reduce manual effort for repetitive rules based tasks thus freeing-up staff time so they can focus on frontline work and conversations with families. Additionally, the digital programme aims to make it easier for residents to access information about services and therefore interact with them earlier before their needs become more complex – increasing utilisation of our Early help offer and thus reducing cases escalated to CPAT.</p>			Need forecast data is we do nothing! E.g. costs and numbers within C&F, demand within MASH, Early Help demand, do nothing re: infrastructure, admin demand e.g. SARs, FOIs.
	Consider the factors (e.g. behavioural change approach, feasibility study, exit	PMO Governance - http://intranet/home/about/customer-services-and		This programme will adhere to the PMO governance structure and therefore each			

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=68972.96*0.5

	A	B	C	D	E	F	G	H
45		B.i.1	Output 1 - LIFT				(undiscounted)	(if successful)
46		B.i.1.1	Efficiencies in business support on payments processing	Set to zero as covered by B.i.1.6	3	0	£ -	1
47		B.i.1.2	Reduction in unplanned downtime	Time in hours lost	1	475	£ 20.00	39
48		B.i.1.3	Reduction in planned downtime as upgrades can be done on a rolling restart basis	Time in hours lost	1	475	£ 20.00	20
49		B.i.1.4	Efficiencies related to system being slicker and easier to maintain	Time efficiency	1	10	£ 23.00	50
50		B.i.1.5	Increase in workload as more functionality on the system to support and maintain	Time	2	10	£ -23.00	20
51		B.i.1.6	Reduced manual administrative burden for making payments Auto-calculation of payments Elimination of spreadsheets for payment tracking	x1 FTE as per original LIFT Figures	3	1	£ 32,000.00	1
52			Output 1- sub-total					
53		B.i.2	Output 2 - Care Leaver App					
54		B.i.2.1	Secure messaging feature creating efficiencies in communication Information on the Local Offer for Care Leavers easier to access reducing queries sent to Personal Advisors	time	2	200	£ 20.00	10
55			Output 2- sub-total					
56		B.i.3	Output 3 - EHM/LCS Merge and portals					



Tori Olphin (She/her)

Chief Data Scientist and Head of Research
Thames Valley Violence Reduction Unit

Other practical approaches on Value for Money – The Thames Valley Violence Reduction Unit Experiences

Research Project Lifecycle:

A Structured Approach to Conducting Research in
the Public Sector

26th April 2023

Tori Olphin (She/her)

Head of Research and Evaluation, Thames Valley VRU

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To reference, please use:

Olphin, T.P.A., (2023). Research Project Lifecycle: A Structured Approach to Conducting Research in the Public Sector, Reading, UK: Thames Valley Violence Reduction Unit

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Motivations for searching for this approach:

Some Issues with Police Interventions and Research

Common issues:

- Short funding deadlines lead to less planning
- Analysis not planned before implementation
- Lack of tracking of delivery
- Fear of running randomised trials
- Control groups are usually not pre-planned
- Counterfactual not identified
- No baseline measurements taken
- Eligibility criteria not easily identified
- Group sizes not based on prior evidence

Motivations for searching for this approach:

Some Issues with Police Interventions and Research

Leads to:

- Not being able to say what works, or what effect has been had for the money/resource
- Asking for someone to evaluate something after it has already been finished
- Issues with interventions not being picked up until later
- Clashes between interventions
- Rushed implementation
- Inefficient or insufficient levels of resourcing

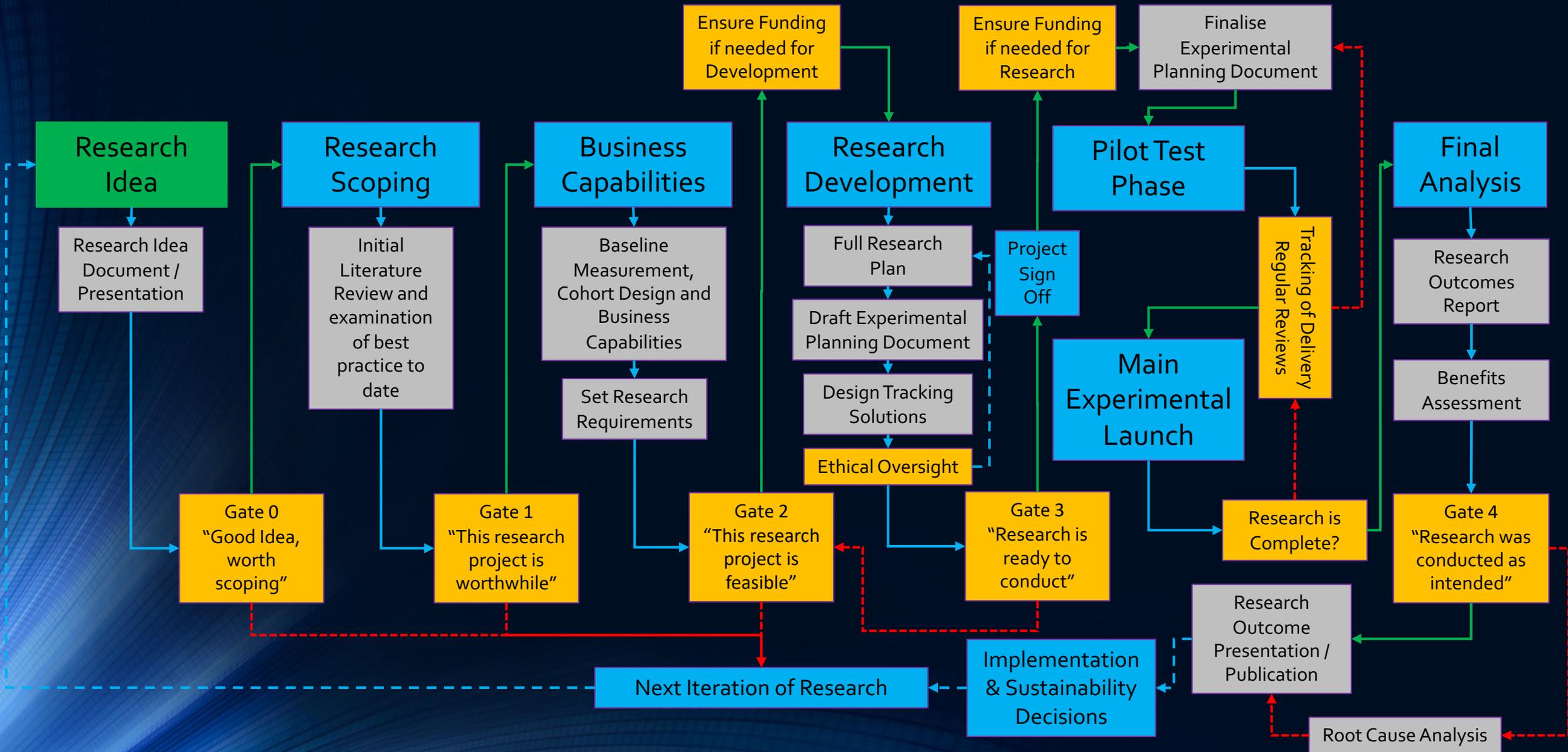
Principles the Lifecycle is built upon

- We need strong evidence to be able to argue for spending money or resource in one way, over another
- Some things either don't work and would be a waste of resources, or backfire and cause harm, therefore we should test to ensure we are not doing either
- The fundamentals of research are the most important part: Spending time on baseline measurements and planning saves far more time and effort later
- Analysis and Evaluation happens in the planning phase, if you have not planned the trial based on how you will evaluate it, the evaluation will be poor
- It is better to have the best test you can do of something that can actually be implemented, than a perfect experiment examining something that only works in laboratory conditions

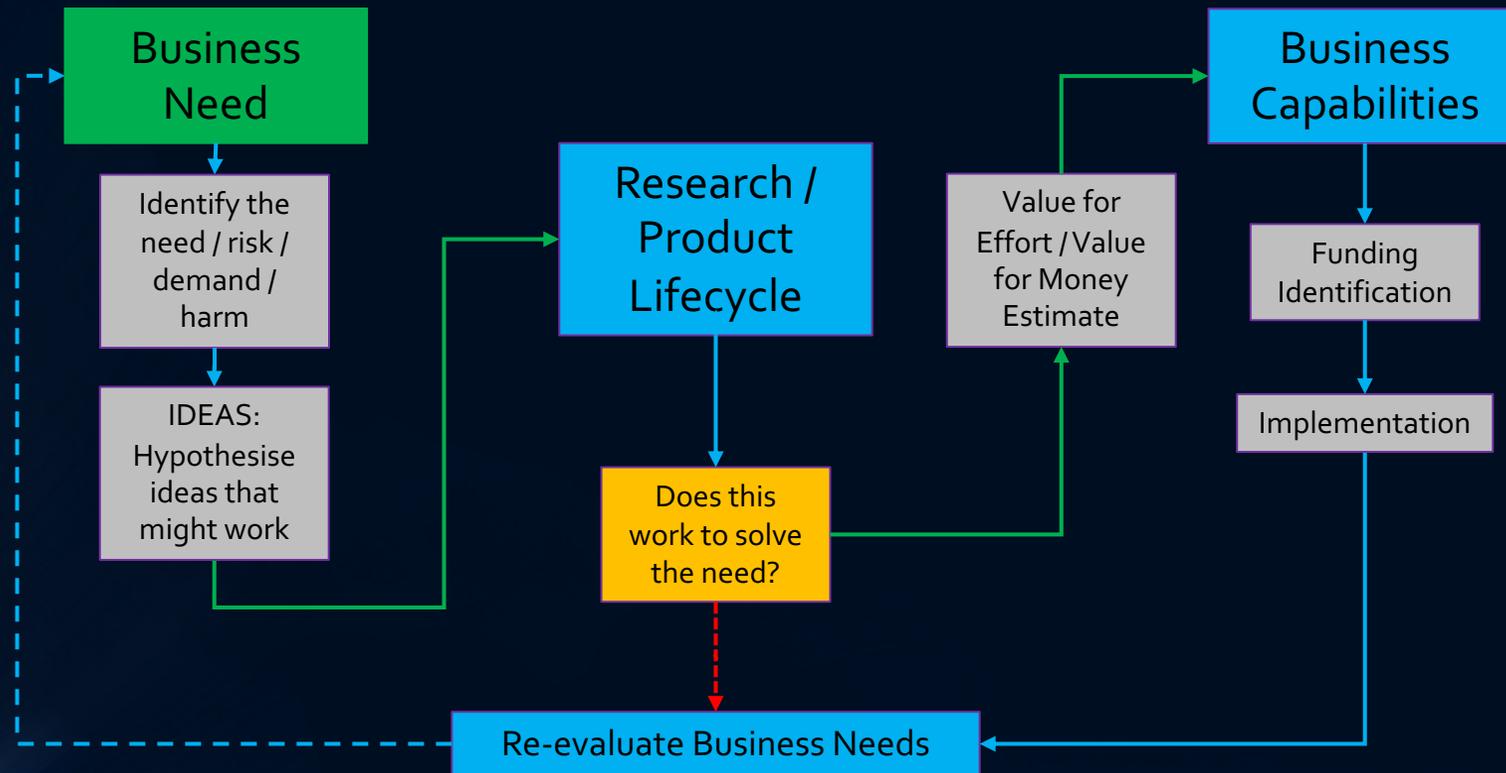
Principles the Lifecycle is built upon

- One of the most valuable things we can do to start with is acknowledge where we know nothing
- Most of our risk assessment tools are inaccurate, so we cannot actually predict which people will suffer most harm, therefore randomisation may be fairer than we often think
- The harder you try and fail to disprove your findings, the more convincing those findings become. If you do disprove them, you learn lessons for the next implementation
- No trial survives contact with the real world unscathed, and we need to avoid the error of ignoring the weaknesses of evidence. It is better to say that we failed, and learn from it, than to draw unsafe conclusions and base future policy on that false evidence

Research Project Lifecycle



How this fits into business as usual



Representing Value for Money:

Combining Joined Up Data with Research Project Lifecycle

COMBINATION WITH THAMES VALLEY TOGETHER

STAGE ONE: OVERALL COSTS TO SOCIETY

STAGE TWO: SPECIFIC COSTS TO AGENCIES

- WHAT DOES IT COST IN TERMS OF RESOURCE AND EFFORT?
- HOW DOES THAT CHANGE WITH INTERVENTION?



Alex Hurrell (He/him)
Head of Evaluation
Kantar Public

The way ahead – Choosing the right approach



KANTAR PUBLIC

GO Lab & CIPFA Peer Learning Group event

April 26th 2023

Public Value in Value for Money: From Frameworks to Practice

The way ahead – Choosing the right approach

Alex Hurrell

Head of Evaluation, Kantar Public UK



Value for Investment
Te Kounga o te Werawera



Value for Investment

Te Kounga o te Werawera

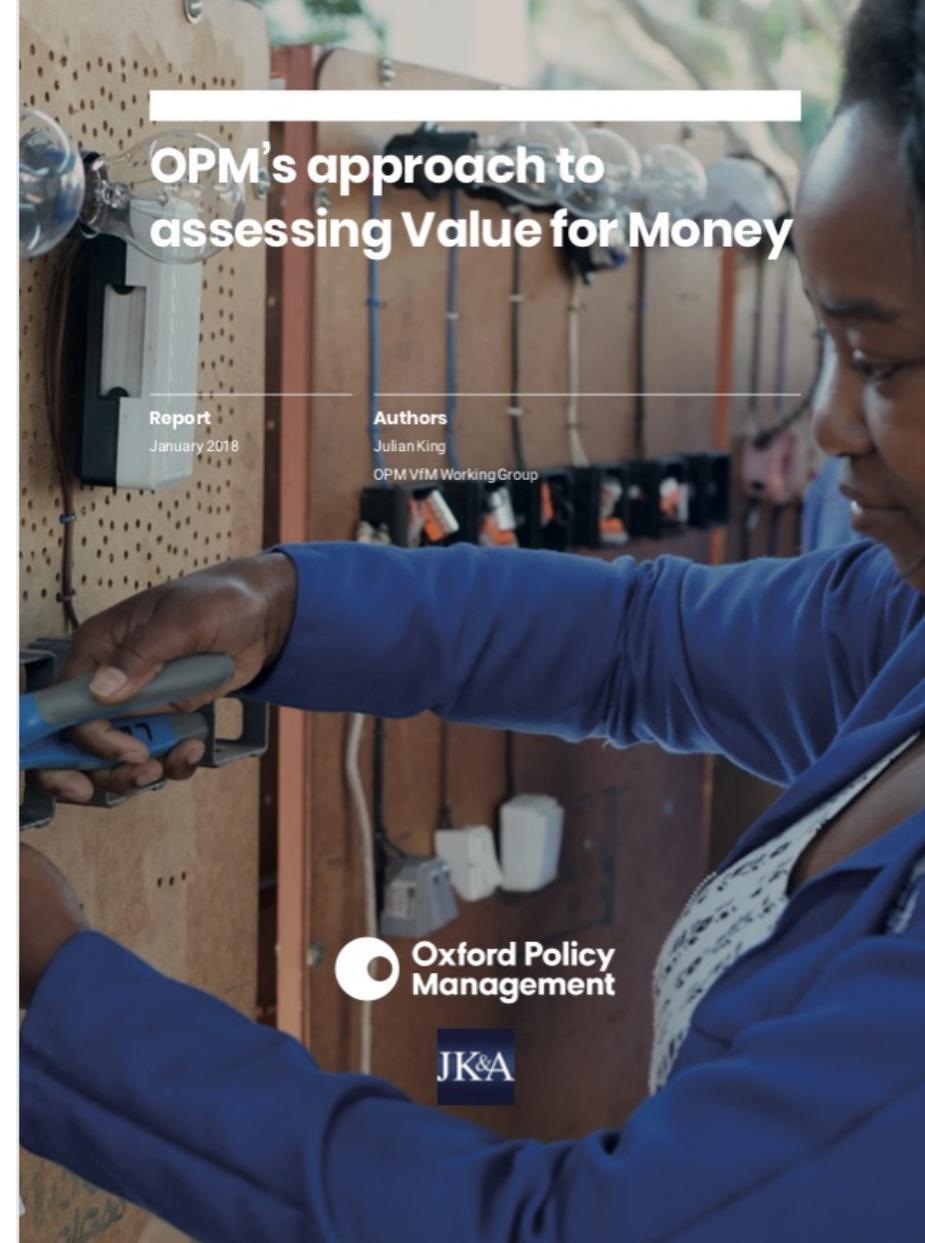
Inter-disciplinary (evaluation + economics)

Mixed methods (qualitative + quantitative)

Evaluative reasoning (evidence + rubrics)

Participatory (co-design + sense-making)

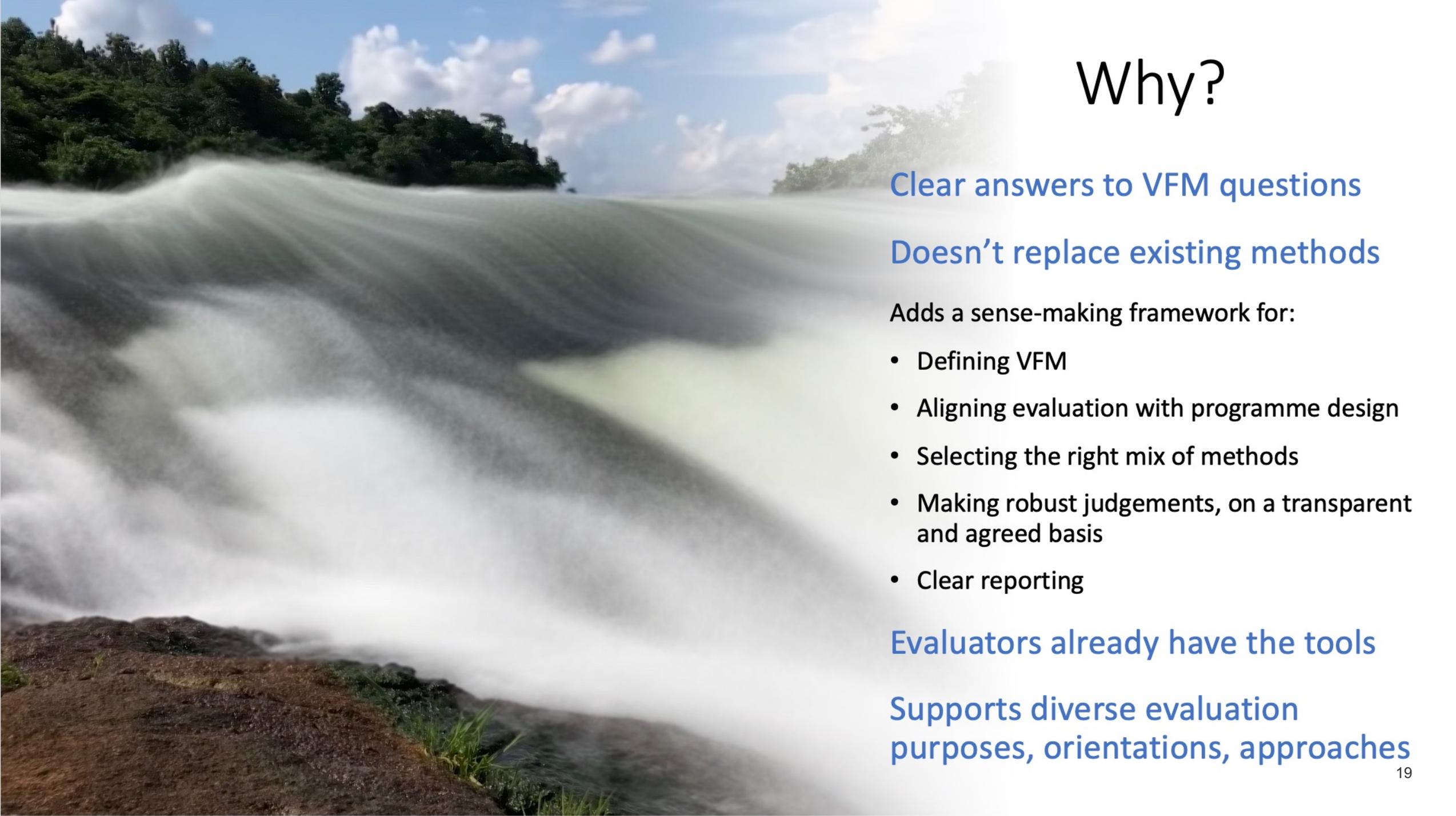
www.julianking.co.nz/vfi



Our approach is gaining traction globally



- Examples:**
- International trade
 - Scientific research
 - Climate action
 - Agriculture
 - Market development
 - Governance
 - Public financial management
 - Health
 - Education
 - Social development
 - Māori development



Why?

Clear answers to VFM questions

Doesn't replace existing methods

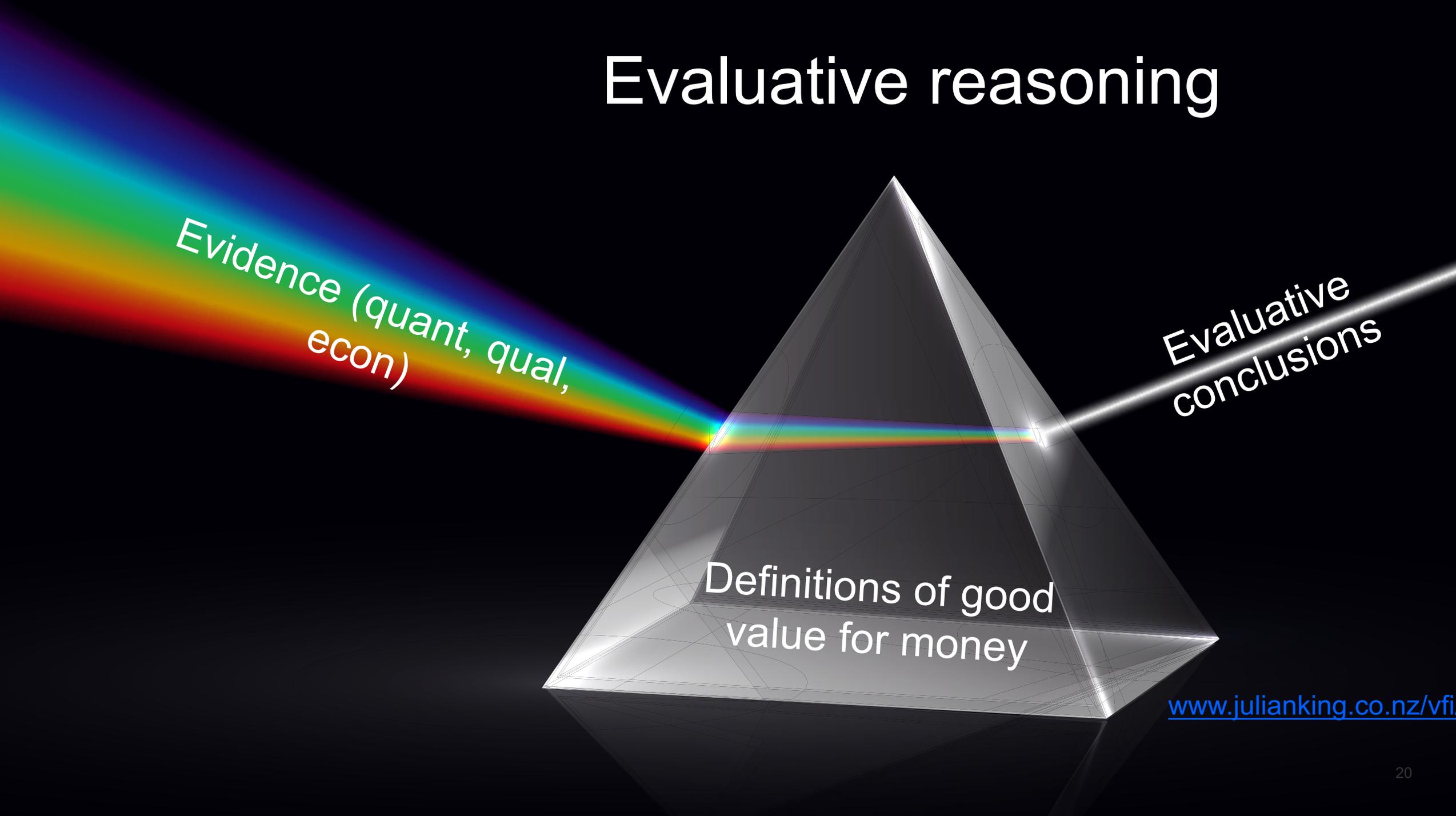
Adds a sense-making framework for:

- Defining VFM
- Aligning evaluation with programme design
- Selecting the right mix of methods
- Making robust judgements, on a transparent and agreed basis
- Clear reporting

Evaluators already have the tools

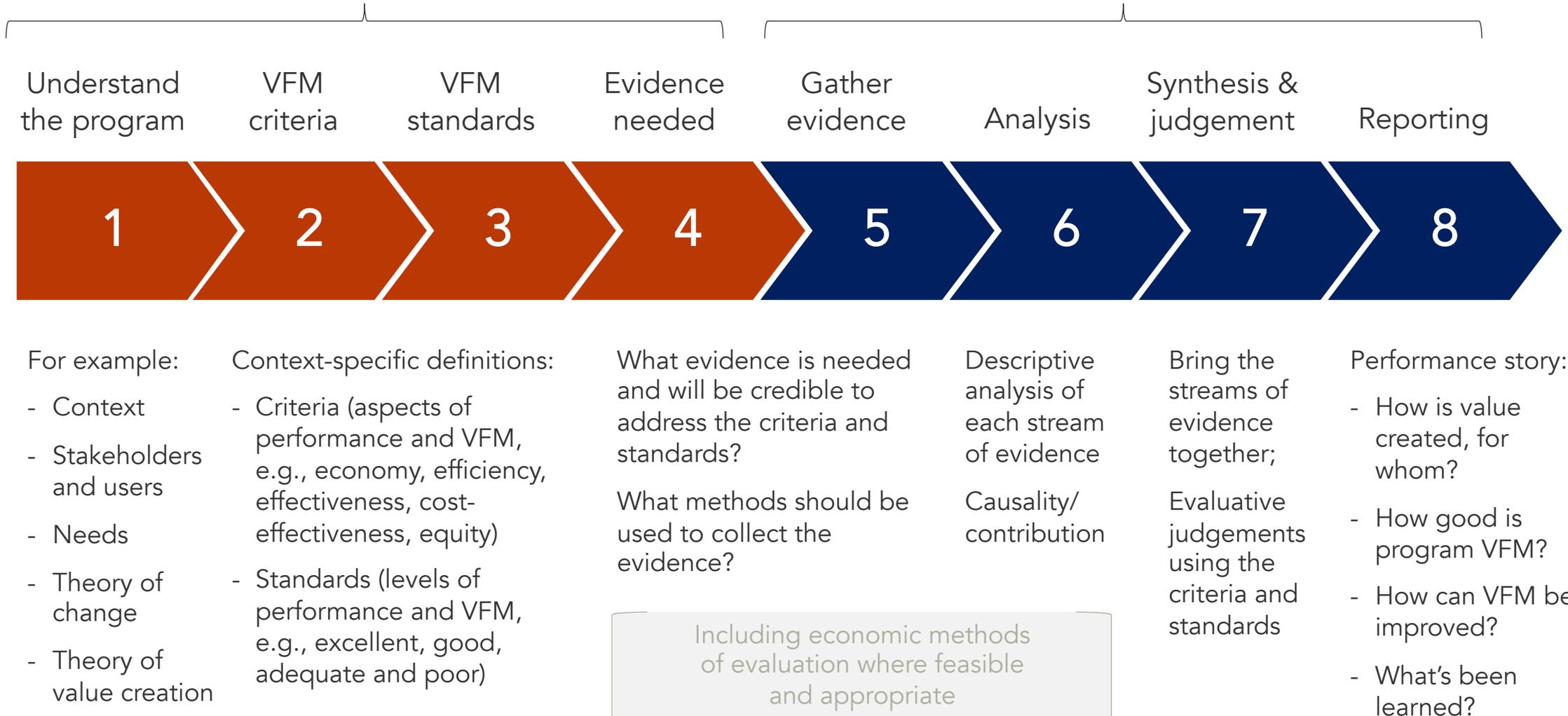
Supports diverse evaluation purposes, orientations, approaches

Evaluative reasoning



VFM FRAMEWORK DESIGN

VFM EVALUATION



Julian King & Associates Ltd | www.julianking.co.nz

Participatory approaches; consider VFM from a range of perspectives

Thank you!

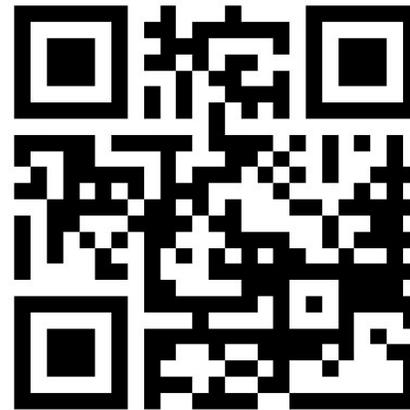


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Jan Beckstrom (He/him)

Deputy Director General and Chief Data Scientist
Office of the Auditor General of Norway

An external perspective – Performance auditing

Value for Money Assessments

A performance audit view

Jan Roar Beckstrom

Deputy Director General/Chief Data Scientist

The Innovation Lab

Office of the Auditor General of Norway

Performance audit and VfM

Performance audit is basically
value for money assessment (ref. NAO)

ex ante vs. ex post

auditors have the benefit of “after the fact” 😊

Performance audits

can be done in numerous ways

and can address both economy, efficiency and effectiveness

So often we do something else than VfM assessment in the form of cost-benefit analysis

Some examples on audit designs:

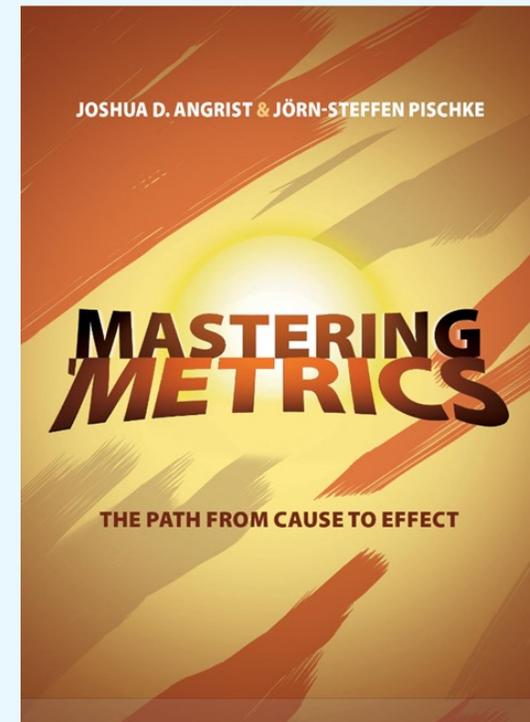
- Case studies
- Process studies
- Productivity analysis (Data Envelopment Analysis- DEA)
- Time-series analysis
- Qualitative in-depth studies
- Cost-benefit
- Econometric analysis (e.g. regression discontinuity analysis)

Basically, all design types used in social science evaluation can be relevant

Cause \rightarrow Effect

Stringent analysis of
program/cause \rightarrow outcome/effect
is difficult to do

especially ex ante
as you don't have data on outcome



Ex ante assessments:

...you cannot do, obviously, a case study of a case that doesn't yet exist

Thus, it will often boil down to some kind of cost-benefit estimation?

(and btw ...what about opportunity cost?)

Cost-benefit estimation – fine and necessary
- but can be done in different ways

The GoLab toolkit is one way

Might (sometimes) be better to do something simple,
than try to do something comprehensive (and fail)

Context:

- Building a new road → pricing the transport time saved (easy)
- Getting ex-convicts employed → what is the value of this?

Also: *Numbers* can seem deceptively “true”

Cost-benefit is weak on analysis of preconditions for cost actually leading to benefit?

Cost → what needs to be in place → benefit ?

For example: Will incentivisation through contracts actually work?



Just a thought:

Can a new program
be implemented
as an experiment?

In collaboration with
researchers?



The Sveriges Riksbank Prize in Economic Sciences in Memory of Alfred Nobel 2019



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Abhijit Banerjee
Prize share: 1/3



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Michael Kremer
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The Sveriges Riksbank Prize in Economic Sciences in Memory of Alfred Nobel 2019 was awarded jointly to Abhijit Banerjee, Esther Duflo and Michael Kremer "for their experimental approach to alleviating global poverty"

A close-up photograph of a hand holding a stack of silver coins. The hand is positioned over a table covered with a patterned cloth, where several other coins are scattered. The background is softly blurred, showing another person's hand in a red sleeve. The overall lighting is warm and natural.

Any questions?

Thank you!

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