



National Audit Office

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SUMMARY



Strategy



Information



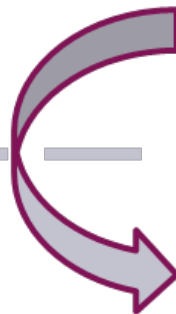
People



Process



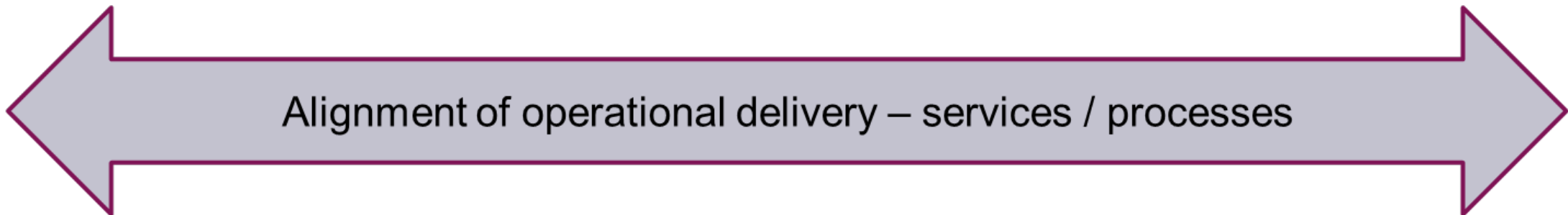
Improvement

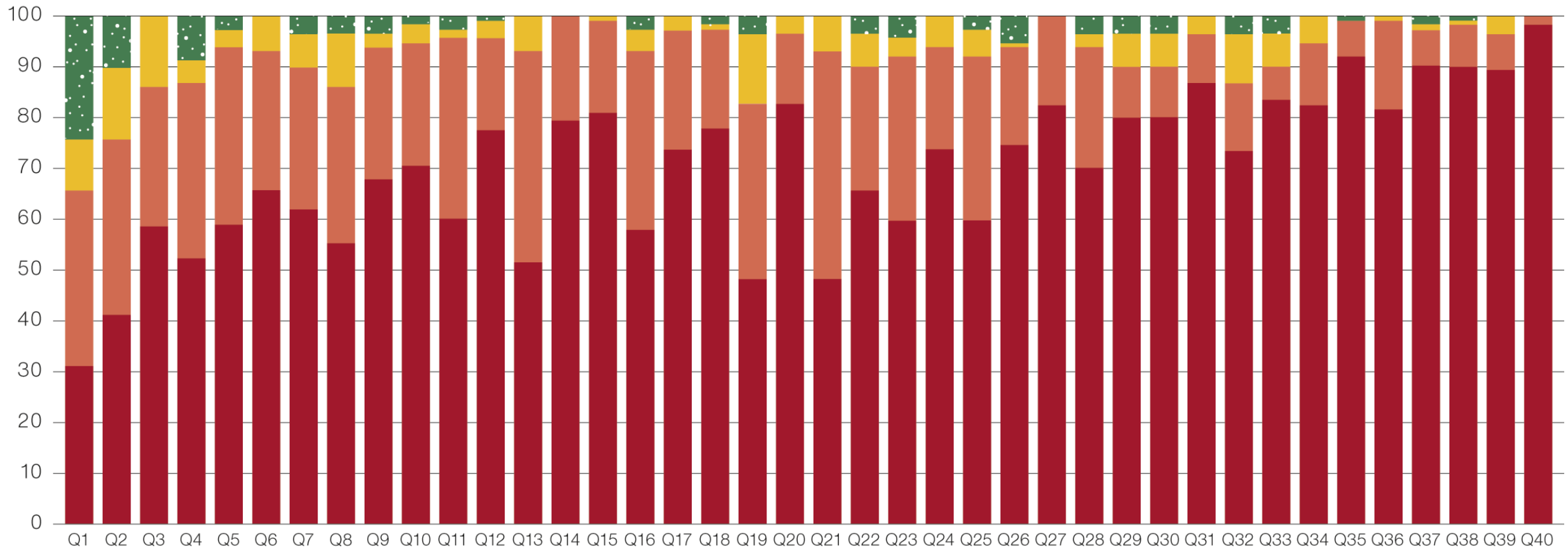



**and alignment between
‘strategic management’...**




**....and the work / services
that people do**





 Strategy

 Information

 People

 Process

 Improvement

Clarity of purpose

End-to-end perspective

Management and leadership environment

Using information to improve

...and a whole-system approach to change



£400 billion

**Understanding
and meeting
demand**

**Using process
performance
information**

**Systematic
improvement**

Understanding and meeting demand



Plan for peaks
and troughs



Focus on
user needs



Understand
process flow



Avoid one
size fits all



Improve the
quality of inputs



The right skills
and tools

Using process performance information



Measures
that matter



Understanding reasons
for performance



Skills and support
for decision-making



Using information
to improve

Systematic improvement



Gather and use
information



Build capability and
obligation to improve



Get the right
people involved



Learn and improve
across boundaries

Firefighting

System continual improvement



Management and leadership environment

**Working in services in
complex systems**

**Managing
services in
complex systems**

**Leading
integrated
systems**