Public service: state of transformation
2018 case studies from the public service transformation academy
## Content

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction – Benjamin Taylor</td>
<td>5</td>
</tr>
<tr>
<td><strong>Engaging with citizens as whole people</strong></td>
<td>12</td>
</tr>
<tr>
<td>Alliance makes an impact on rough sleeping in Cornwall</td>
<td>12</td>
</tr>
<tr>
<td>A new approach: overhauling Lambeth’s mental health service</td>
<td>14</td>
</tr>
<tr>
<td>Helping the ‘hard to reach’: ‘it’s all about empathy’</td>
<td>16</td>
</tr>
<tr>
<td>‘Health is no longer about the absence of disease’</td>
<td>18</td>
</tr>
<tr>
<td>Giving victims a voice: Stevenage Against Domestic Abuse</td>
<td>21</td>
</tr>
<tr>
<td>Fostering success: Birmingham’s Step Down project</td>
<td>23</td>
</tr>
<tr>
<td>From service user to citizen: meet The Pod</td>
<td>24</td>
</tr>
<tr>
<td>Supporter – Think Local Act Personal</td>
<td>26</td>
</tr>
<tr>
<td>The art of the matter: creativity as medicine</td>
<td>27</td>
</tr>
<tr>
<td>Staying up late: opening up nightlife to people with learning disabilities</td>
<td>28</td>
</tr>
<tr>
<td>Strengthening communication in autism diagnoses</td>
<td>30</td>
</tr>
<tr>
<td><strong>Harnessing the power of place and community</strong></td>
<td>32</td>
</tr>
<tr>
<td>Wisbech: reawakening the historic capital of the Fens</td>
<td>32</td>
</tr>
<tr>
<td>Spending close to home pays dividends in Preston</td>
<td>34</td>
</tr>
<tr>
<td>Community Asset Transfer: a ‘win-win’ for all in Milton Keynes</td>
<td>35</td>
</tr>
<tr>
<td>Co-production of early years’ services in Queen’s Park</td>
<td>37</td>
</tr>
<tr>
<td>When being affordable is a community effort – community housing</td>
<td>41</td>
</tr>
<tr>
<td><strong>Collaborative working</strong></td>
<td>45</td>
</tr>
<tr>
<td>Ringing the changes in Braunstone blue light services</td>
<td>45</td>
</tr>
<tr>
<td>‘What do they know of cricket who only cricket know?’ Why commissioners should stop commissioning and start collaborating – Citizen Commissioners in Sutton</td>
<td>46</td>
</tr>
<tr>
<td>‘It’s a simple process – the best ideas always are’ – reducing violence in Cardiff through collaboration</td>
<td>48</td>
</tr>
<tr>
<td>‘All the complexity but none of the scale.’ Transforming Guernsey’s Health and Care Services</td>
<td>50</td>
</tr>
<tr>
<td><strong>New models of commissioning and governance</strong></td>
<td>51</td>
</tr>
<tr>
<td>Ticket to ride: getting Jersey back on the buses</td>
<td>51</td>
</tr>
<tr>
<td>Strength in numbers: the Pan London Care Impact Partnership</td>
<td>53</td>
</tr>
<tr>
<td>Energising the future: the Social Impact Bond story</td>
<td>54</td>
</tr>
<tr>
<td>Cooperative joy gives Plymouth new energy</td>
<td>56</td>
</tr>
</tbody>
</table>
Partner – the Co-operative Councils Innovation Network 56
Epic CIC – going independent to sustain youth services 58
The rise of Cleveland, USA’s green cooperatives 59
Solving care’s workforce shortages via prospects and qualifications – CASA group 61

**Transforming service delivery 63**

Rethinking planning in Wolverhampton 63
CATERed – finding the recipe for successful co-operative working 64
When only humans can solve human problems – housing allocations in Great Yarmouth 66
Public health and children’s services integrated working – Coventry City Council 69
Announcing the launch of govtransformation.org 70

**Innovation, data, and technology 71**

Big data traffic pilot in motion in Philippines 71
Floods to space flights: government challenging startups to solve intractable problems 72
Supporter – apolitical 73
How can policymakers get the most out of data? Ask Churchill 74
Winning London Borough of Culture without a project plan – Waltham Forest’s agile story 76
The Public Service Transformation Academy – what we offer 78
The State of Transformation – it doesn’t have to be this way

by Benjamin Taylor, Chief Executive, Public Service Transformation (PSTA) Academy and Managing Partner, RedQuadrant

Transformation. It’s one of those power words, like leadership, community, engagement, outcomes. They sound good, so they get added to ‘sell’ lots of initiatives or projects, but they are overused and often meaningless. So, over time, ‘transformation’ has become degraded. And besides, nobody really agrees what it means anyway – and everyone tends to see it through their own specialist lens. ‘Transformation is all about digital’, ‘it’s about agile and smart working’, ‘it’s about community empowerment’. Except they don’t say it, because to them, it’s blindingly obvious, and they can’t imagine it meaning anything else.

In this process, we set out to usefully survey what transformation could mean in public services. I’m overjoyed at the passion that these pieces reflect, the vim and vigour in the face of the current challenges facing public services. With some common themes and common goals, from the failure of Carillion as a symptom of a deeper system malaise, to the need to engage with people as real, equal, human beings, you could be forgiven for thinking all the authors are drawn from a narrow ideological set. Well, that’s true in a sense. They are all people who are passionate about public services, who have spent a long time learning some pretty painful lessons, and who realise that while there are no simple answers to complex problems, there is a mix of insight, compassion, and grit which will see you through. ‘Soft heart, strong spine’, as some Buddhists say.

I’m overjoyed at the passion that these pieces reflect, the vim and vigour in the face of the current challenges facing public services.

While there are no simple answers to complex problems, there is a mix of insight, compassion, and grit which will see you through. ‘Soft heart, strong spine’, as some Buddhists say.
Predictions for the future of public service transformation

Learning, transformation, and change are the order of the day – for the foreseeable future.

There are sets of paradoxes hidden here:
- Austerity vs the challenges of increased demand and approaching limits of sustainability
- Smaller public services – a retreating state – versus more integration and more local drivers.

Survey feedback on key transformation initiatives

Health and care integration, as well as digital delivery were identified most often as the most significant current transformation initiatives. The Wigan Deal was mentioned a number of times as being one of the best examples of transformation.
So, what have we found?
Well, we’ve found that true leaders of transformation need to balance what we call the ‘five worlds’ of transformation – that action needs to be taken in leadership and management, in organisation/service delivery, in learning and change, and reaching out into citizen world. We use a map I created in RedQuadrant to help to navigate this:

In the world of learning, improving, reflecting, the key factors are:
- Learning lessons – including from our optimism bias and structures that create transformation projects that are ‘doomed to succeed’ – and sharing this knowledge
- Use small trials and iterations with good design to counter this and make change work
- Understanding markets as being good servants and bad masters, and managing and thinking about unintended consequences and external shocks like ‘Brexit’
- Understanding and working with the implications of our structures – for example, the systemic way that central / local relationships work, learning to work collaboratively and steering increased public service integration
- Learning the shortcomings, the limitations in practice – and the possibilities of ‘commissioning’, particularly in terms of the wider market, system, and individual impacts
- And realising that, to achieve organisational transformation, you will have to go through a personal transformation – and it might not all be fun!

In the worlds of management and leadership, the key factors are:
- Our realisation that cultural issues are the major enablers and the overwhelming barriers to change – culture is the big determinant
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Of success or failure, and leaders must accept their responsibility for the culture of their organisation. This means understanding that behaviour change applies to us – personally – and we need to think about the dynamics behind social movements as much as hard structures, funding etc
- This means a re-ignited conversation about ethics and genuinely protecting the vulnerable – including equality and diversity, and including proper mourning for what we have lost as the world changes
- And it means a powerful but not power-based view of commissioning as taking real responsibility for total system outcomes.
- Ultimately, we need to reconnect people with a true role of public services. This might include what we’ve coined as ‘public service disobedience’ – standing up against what you know to be wrong and counterproductive, even at personal cost
- Adopting commercial mindset and thinking about income generation – balancing this with our public service ethos, but knowing it is about a way of thinking with commercial awareness, more than simply spinning off and trading parts of our organisations
- This means increasing public service productivity and understanding our contribution to the local economy – and our impact on it. Can we weigh up a hundred pounds of efficiency versus a hundred pounds of economic impact?
- Collaborating better across all kinds of boundaries, uniting around a shared public service ethos, and understanding that we need something like ‘commissioning’ to link and create proper feedback loops between ‘policy’ and ‘delivery’
- In doing this, we have to be careful not to throw the ‘baby out with the bathwater’. Discipline, hierarchy, well-functioning silos and professional values will be more important, not less. They just have to learn to exist in a networked, interdependent world
The state of transformation survey

Barriers to transformation

Secondary:

Biggest:

Biggest drivers of transformation
In the world of organisation, structure, and service delivery, we see increases in the complexity of the tools we have available to meet the complexity of the world:

- We note the eternal recurrence of ‘new delivery models’ – mutuals, social enterprise, joint commissioning partnerships – and that, while these are usually seen as ‘silver bullet’ solutions, in fact they simply add to the public service tool box. Rather than solving our problems, they create new ways to surface inherent tensions and complexity.

- Likewise, social investment, now creating (or making visible) a true ‘mixed market’ for public service funding as well as provision, brings out real complexity, makes the world a more complicated place, and gives us more room for manoeuvre, which can be overwhelming and distracting, but needs to be seen as empowering choice.

- We need to take responsibility for the whole system (the whole ‘five worlds’ map), even if we are only formally responsible for a tiny part of it.

- Digital and the supposed march of the ‘bots’ and AI provide just another part of the jigsaw, albeit a set of capabilities which, like the introduction of electricity, will infuse everything we do in the very near future.

Finally, and most importantly, in the world of citizens and communities:

- We are now looking at the harsh realities of austerity and cutting back right to the bone in some places – so we need to be very clear about what’s ‘core’ to public service provision, and what we have to let go of. This must be a live, engaged debate with the public.

- This means thinking about how we can still deliver – and refocus on – early help and early intervention, and reconsidering our ‘universal offers’ – breaking down our offer into small chunks and considering them independently won’t work any more.

- There is potential for social value and outcome focus to help recast this situation as not about ‘more with less’ but ‘the best that can be achieved by all of us together with everything we’ve got’.

- We are now thinking about the disabling aspects of the relationship between public services and citizens (or as we de-personalise them, ‘service users’), and how we can turn this around.

Leaders now need to balance predictable, programmatic, sometimes very complicated technical change (optimising the use of resources, better procurement, waste reduction) with more complex, emergent, transformational, unpredictable change – prevention, enabling, getting it right first time – that necessarily involve coproduction with citizens.

- At the heart of all of this is our relationship with citizens and communities. Their role is the most critical part of the equation – start by seeing all public services as ‘co-created’ – the citizen is involved. We will only succeed with real transformation if we start by seeing citizens and communities are truly equal partners.

All of this means recognising power dynamics, and giving away a lot of power. So, it gets harder. Thank God, we have some case studies that show this doesn’t require superhuman, massive minds – it requires patience, learning, openness, determination, and getting the details right. Leaders now need to balance predictable, programmatic, sometimes very complicated technical change (optimising the use of resources, better procurement, waste reduction) with more complex,
Against the RedQuadrant seven ways to save and improve for public services, we can see a clear direction to more complex, emergent change that relies on codesign / cocreation to achieve results – but a continuing need to deliver the more transactional, tractable, internal opportunities. It is important to note that, done badly, these later more programmatic savings opportunities can restrict or cut off entirely the possibility of delivering more transformational change.
What we can see clearly is that getting better outcomes for communities and citizens demands leaders and practitioners work collaboratively across organisational and professional boundaries.

To work together more effectively, the different professions that serve the public must first recognise that they inhabit different worlds – different ways of seeing, ways of being, different power dynamics, different languages. Then they have to learn each other’s languages and create shared understanding. For example, social workers and technologists must translate sufficiently to ensure support systems are fit for purpose. Teachers and procurement professionals must understand enough of each other’s worlds to ensure schools are equipped cost-effectively. Creating the conditions for this to happen is perhaps the prime task of system leadership.

What is clear, here, is that public service transformation sometimes starts with door-knocking, sitting down with the mums at the adventure playground, or treating ‘hard to reach’, ‘excluded’, ‘difficult’ ‘clients’ and ‘service users’ as human beings. And it sometimes starts with just getting on with learning lessons, with making real the concepts that others only toy with, with doing the hard stuff, well. This means that those – particularly in leadership roles – who can’t make the journey to the new world, are helped – respectfully and with dignity – to move on. Those who have a narrow definition of ‘transformation’ – that it’s ‘all about’

digital, codesign, programme delivery, property, smart working, agile or any of a million other things, will be disappointed. Each of these is in there, but in their place. Transformation recognises the value of all kinds of specialist expertise and methods – but knows that, in practice, each of these is insufficient on its own.

There are many disciplines contributing to transformation, from community engagement to customer insight, project management, procurement, process improvement to outcomes thinking, data analytics and digital and service design to innovation and more. So successful systems transformation is inherently and inevitably multi- and inter-disciplinary. Our mission is to bring these tools and techniques together coherently and accessibly to develop the capability of organisations to serve the public better.

We have grouped these think pieces under the following headings:

1. Engaging with citizens as whole people – the difference that makes a difference when you can work person-to-person, not service user-state
2. Harnessing the power of place and community
3. Collaborative working
4. New models of commissioning and governance
5. Transforming service delivery
6. Innovation, data and technology

Inevitably, these are rough divisions and there is significant overlap between all of these themes.

We would like to thank our media partner, the Guardian Public Leaders Network – one excellent case study just recently published covers an unprecedented level of joint working in Croydon to transform the lives of older people: www.theguardian.com/public-leaders-network/2018/may/14/joint-working-transforming-lives-older-people

These think pieces and case studies will often be read, first, as really inspiring – exciting, motivating, close to the true motivating factors for public service. And then you might think – on the other hand, why the hell isn’t all public service done like this? Whether it is engaging the discretionary effort of partners or frontline staff, or serious down-to-earth directive leadership that gets stuff done (or both), it is about cutting the crap, doing the hard work, and being really focused on outcomes. So, from complex partnerships to truly engaged codesign, innovation might not look like something blindingly new. It might or might not use the flavour of the month technology or legal form. What is clear is that nothing really changes unless the rules of the game change. This report might not change fundamentals – but, at the very least, you might pick up something about a different language, a robustly pragmatic and yet idealist way of thinking. And that might be the most fundamental change of all.

Benjamin Taylor
Chief Executive, Public Service Transformation Academy
& Managing Partner, RedQuadrant
www.publicservicetransformation.org
Engaging with citizens as whole people

01

Alliance makes an impact on rough sleeping in Cornwall

- Cornwall has third highest rate of rough sleepers in the country
- We were one of the few authorities with improved figures at the time of the last count
- Growing awareness that rough sleepers present multiple and varied issues
- Multi-agency response works as no single agency can resolve issues alone

What is the context?

Reports of street drinking, anti-social behaviour, rough sleeping, and drug litter have been increasing over the past two years across Cornwall. This is against a backdrop of rough sleeping rising nationally as well as locally. This has been further impacted by budget reductions in alcohol and drug treatment, and in adult social care supported accommodation for people with complex needs. Cornwall’s homeless problems are more acute as it has the third highest rate of rough sleeping in the country. Additionally, as in other shires, Cornwall has been subject to more aggressive marketing of cheap heroin and crack cocaine by organised drugs networks. In recent years, understanding has increased about the coexistence of homelessness, mental ill health, drugs and alcohol problems, offending, domestic abuse and sexual violence. Not least the challenges this poses for providing help to those in need and the enormous demand upon resources. The negative impact upon hospital admissions, frequent attenders, children and families, plus crime and disorder are particularly evident.

What’s the story?

In October 2016, the Mayor of Truro convened a meeting in response to growing public concerns. The police reported that from May to September they had received an increase of 77.8 percent in vagrancy reports and an 80 percent rise in reports involving rowdy and aggressive street drinkers. There was a general feeling among Truro traders that a decline in business was linked to such behaviours. This link, however, has not subsequently been verified, although eleven individuals were identified as problematic in terms of anti-social behaviour and street drinking.

Community alcohol and other drug services highlighted an increase in vulnerable women sleeping rough, which was supported by the rough sleeper count. Stakeholders also identified numerous people who had been banned from multiple services. They also noted that banning individuals only worsened their situation. It limited the help they could receive, increasing risk and potentially perpetuating any anti-social behaviour. There was also evidence these groups were dispersed from locality to locality. A multi-agency approach and model was developed to address these issues together. It was pertinent that no single service had been successful in resolving this issue alone.

As the majority of street drinkers had been excluded from most local agencies, a combination of enforcement and help was required, with strategic support from local commissioners. Key agencies were tasked to work together to review and agree an action plan for the eleven people posing the most significant challenges. Donation points were promoted by locality, which encouraged the public to donate to organisations rather than to individuals. Toilets were opened at Green Street Bus Station on a 24-hour pilot basis, which was well received and reduced anti-social behaviour in the town’s public gardens.

This, however, culminated in the rough sleepers camping outside Truro’s NatWest bank, drawing much press and public attention. The group was evicted from NatWest and reappeared in
Moorfield Car Park towards the end of 2016. Once again, the public began experiencing anti-social behaviour from those sleeping in the car park, so a more sustainable solution was needed.

The Mayor convened meetings to discuss how best to resolve these issues and it was agreed the Localism Team within the Cornwall Fire, Rescue and Community Safety Service, within Cornwall Council, would lead a multi-agency response: Truro Safe was linked to the Safer Cornwall Partnership.

A communications strategy was devised which included leaflet production and donation station collection boxes. However, this did not resolve the issue of moving the people sleeping in the car park. When the group wished to embark upon an eviction, this required a Vulnerability Impact Assessment for each individual. This was coordinated by the Community Safety Team and the Drug and Alcohol Action Team.

What has been the impact?
The police response to the multi-agency approach during the pilot was most encouraging. A senior officer in Truro told the project leaders: ‘The last three weeks have been the best ever in Truro in the past ten years. It’s the most invaluable multi-agency work that’s ever been done with no police logs around street drinking over the last 2.5 weeks.’

A member of Cornwall Council’s Anti-Social Behaviour Team said: ‘Prior to this coordinated multi-agency approach the police and the ASB Team were struggling to deal with the issues presented through enforcement. It was recognised that the people being dealt with had complex needs and led chaotic lives, and it was clear that in order to deal with the criminal and anti-social behaviour, it was necessary to have input from support agencies in addition to the enforcement options. Although, these agencies were in contact with each other prior to the project, the co-ordination and additional assertive outreach, alongside weekly meetings, made us accountable to each other.’

There has also been positive feedback from retail, street cleaners, ASB colleagues, and members of the public.

Who are the key partners?
The multi-disciplinary team was overseen by the Community Safety officer and the Drugs And Alcohol Action Team officer from Cornwall Council. The group included three outreach workers from St Petroc’s Society, plus representatives from Addaction and Konnect Cornwall, the Cornwall Fire, Rescue and Community Safety Team, Devon and Cornwall Police, Cornwall Mental Health Teams of the Cornwall Foundation Trust, Cornwall Housing Ltd, Shelter Hospital Discharge, Cornwall Council: Adult Care, Safeguarding, Adult Commissioning and Localism. Individuals requiring support also participated.

What have been the key elements of success?
The targeted, multi-disciplinary outreach included a designated member of staff from St Petroc’s Society for single homeless people, plus staff from Addaction and Konnect Cornwall to ensure a consistent approach. The Addaction worker also oversaw individual client plans and the outreach workers’ daily activity. This allowed the wider team to monitor the work centering on each individual. This small outreach team was also supported by the Hospital Discharge Service run by homeless charity Shelter, as many participants were frequently presenting at hospital.

The outreach response was reinforced by police and antisocial behaviour colleagues. The enforcement and support interventions were coordinated separately and delivered at different times. This ensured the outreach workers’ relationships with the individuals were not undermined. The outreach team met daily and visited the car park and other locations to engage with the individuals. The team risk assessed these situations and encouraged people’s progress towards accommodation, plus help and treatment options. This allowed a tailored approach towards street drinkers if they failed to engage with an initial approach or worker.

Having Konnect Cornwall involved meant that people without accommodation or treatment providers were reconnected with these workers Where appropriate, individuals were placed in Hospital Discharge beds, supported by the Discharge officer and the outreach staff, both out of hours and at weekends. Cornwall Housing Limited agreed to provide drop in sessions at St Petroc’s homeless service to enable people to flexibly discuss their housing options. Finances also became available from the Adult Social Care Prevention Fund, which was administered by Addaction. Individual budgets for bus fares, clothing, mobile phones and food were issued as required. This support really helped workers encourage the homeless to eat, strengthen, and become better able to participate in the pilot.
What has been learned?
As a result of police involvement in the scheme, the constabulary has now adopted a street drinking trigger protocol. This brings in additional officers when police logs of homelessness or street drinking increase to ten percent or more of their total calls. The Anti-Social Behaviour Team has worked closely with the police on this and Criminal Behaviour Orders have been given to individuals as required.

Rick Milburn, an Inspector with Devon and Cornwall Police, in Truro, said: ‘It’s vital that our multi-agency approach continues to ensure the most vulnerable people in our communities receive the support they require.

‘The issues of street drinking, which are not always connected with homelessness, are now common nationally and will sometimes result in anti-social behaviour which can affect residents’ quality of life, business and tourism trade. Our coordinated approach through Truro Safe and Safer Cornwall is proving to be really positive and is fully supported by Devon and Cornwall Police.’

To date, some of the street drinkers involved in the project remain homeless, and some have moved to other areas of the south west. But a greater number are in detox programmes, and some have successfully detoxed and moved into supported housing. One of the cohort’s individuals was also sent to prison. Another participant has since died, aged 27, of advanced liver disease. The outcomes, however, for the people engaging with service providers continue to look positive.

Who are the key contacts?
Marion Barton, Sarah Necke and Kim Hager, Cornwall and Isles of Scilly Drug and Alcohol Action Team, 01726 223 400

A new approach: overhauling Lambeth’s mental health service

- Borough with twice national rate of psychosis improves services and saves resources
- Co-production’s new commissioning model sees 30 percent reduction in secondary referrals
- Responsibility for improvements centre on patient not practitioner

What is the context?
Lambeth is a London borough with a population of around 320,000 people. It has high rates of both Mental Health Act admissions and acute hospital admissions. In 2014, there were 200 people in high cost residential and inpatient placements. The densely populated borough has twice the average rate of psychosis for England and poor outcomes for people with severe and enduring mental illness.

Those commissioning public services are in an invidious position. On the one hand they are expected to make financial savings while overseeing rapid large-scale local change. On the other they are also expected to make services more accessible, personalised and focused on prevention.

Against this backdrop, Lambeth has seized the opportunity to transform their mental health care system. By creating a radical new commissioning model – and a set of healthcare services that demonstrate co-production working at scale – they have turned the system on its head, and, in the process, drastically improved outcomes for people with mental health problems.

What’s the story?
In Lambeth Council and the Clinical Commissioning Group’s shared ambition was to prove co-production could work on a large scale. And that it could drastically improve outcomes for people with mental issues, regardless of the severity of their condition.

Co-production is entirely driven by professionals and a radical alternative to the traditional model of service development and delivery. It puts citizens at the heart of their own care and focuses on their assets; what they can and want to do,
What has been the impact?
The impact of the service changes has been profound. There has been a 32 percent reduction in referrals to secondary care since the introduction of the living well hub. The living well network now supports 500 people each month. Many of the users would not have previously had any support at all. There has also been a 75 percent reduction in waiting times for support in secondary care. It’s been reduced from one month to one week.

What have been the key elements of success?
Professionals are now able to recognise the integral value of working with people with lived experience of mental health problems. The creation of a resource map helped identify the imbalance of funds in the current system: little funding was going to services designed to help people live well in their communities. The resource map was brought to life by peer supporters who were trained as peer researchers. Their role was to share the rich stories that had previously existed only as anecdotes of system failure and tragedy. Capturing the words of people with lived experience highlighted the human element caught in the system failings and, in combination with the resource map, provided a clear case for radical change.

Mohammed works within the Integrated Personal Support Alliance. ‘The way I work with Elaine [a service user] now differs in many ways to how I used to work in the community mental health team setting. The rewards are that Elaine has more independence in her life. She is happier than before and I, as her social worker, feel proud for her achievement.’

There are three key components to Lambeth’s new approach to mental health care services delivery. Firstly, there’s the Lambeth Living Well Collaborative, which involves service users, GPs, providers and commissioners dedicated to transforming Lambeth’s mental health care system.

Secondly, there’s the Living Well Network, a community of providers, support agencies, statutory organisations and people who help citizens of Lambeth to live well.

Finally, there’s the Integrated Personalised Support Alliance, which has a contracting approach that manages funds for those who need personalised care and personal budgets.

At the same time it was critical to start building a culture of co-production and sowing the seeds of change that would need to be embedded and sustainable. A series of workshops generated insights from both professionals and service users. This helped create solutions that would shift responsibility from the professional to the patient, seeding a cultural change and helping to evolve co-production within Lambeth’s workforce.

Hannah uses the Living Well Network. ‘Working with the staff has enabled me to build up my confidence in dealing with day to day issues, and coping when things get difficult. I also feel better equipped to make confident decisions and when I am well I enjoy every moment playing with my son.’

What has been learned?
In 2015, as part of the borough-wide expansion of the Living Well Hub, a new practice development hub for professionals was created. The aim was to support the community mental health teams in Lambeth to work differently and improve service delivery. The Living Well Hub was co-produced by service users, GPs, providers, commissioners and community mental health teams. The hub aimed to support a radical change in the way mental health services were delivered in Lambeth, focusing on prevention rather than crisis care.

In Lambeth there was a focus on achieving three big outcomes: that all citizens, including those with mental health problems, should have the opportunity to recover and stay well, make their own choices and achieve personal goals, and be able to participate on an equal footing in daily life.

Making co-production the lynchpin was not just about coming up with new structures or mechanisms for involving service users. It was more fundamental than that. Professionals needed to work in entirely new ways – with people who needed help, not for them – and build a vision for an entirely new system of care.

In the early stages, a series of storytelling and co-design sessions held over three to six months helped set a bold and shared vision change. The sessions were well-attended by individuals from different parts of the local system and utilised design thinking tools – such as stakeholder maps and personas. This was to set out and bring to life a vision for a system that was poised for prevention rather than crisis care.

Who are the key partners?
Lambeth Council, the Living Well Collaborative, Lambeth Living Well Network, the Lambeth Clinical Commissioning Group, NHS, Integrated Personalised Support Alliance.
production of a new practice from a foundation of people’s experience, as well as building the capacity for more proactive leadership. By knowing of people’s experiences of the Living Well Hub, professionals have identified ways to do things differently. They’ve also learned to continue the things they do well. Users’ Recovery Stories are captured and shared on an ongoing basis by Karen Cooper, the collaborative’s volunteer writer and journalist.

In recent developments, Lambeth Council and the CCG are in the process of establishing a new Living Well Network Alliance. This encompasses most of the NHS and their social spend on adults with mental health problems, around £66m per year. This is an intensive partnership of commissioners and providers who will oversee how adult mental health services are delivered over a seven to ten year contractual term. This will begin in July 2018. This builds on the successful Integrated Personal Support Alliance, which tested a live alliance contract for the 200 people placed in high cost residential and rehabilitation placements. This began in April 2015 and has resulted in significant improvements to outcomes. This includes over 70 people who have moved to more independent accommodation with community-based care packages and support.

This initiative has so far achieved savings of 20 percent against an original budget of £12m. The Living Well Network Alliance now has a set of priorities. This includes building an integrated and stronger ‘front door’ to mental health services, improving targeted specialist care coordination for people who need more intense or medium-term support, and improving rapid response support, especially out of hours. The final priority is to find alternatives to bed admission.

Who are the key contacts?
Hannah Jameson, Head of Policy & Insight, London Borough of Lambeth
HJameson@lambeth.gov.uk
0207 926 6918

Helping the ‘hard to reach’:
‘it’s all about empathy’

- We happen to have all our stars aligned: the Pause success story in Derby
- Treating women as people and not problems has broken a glass ceiling in outcomes
- Survey shows 94 percent of Pause participants experience mental health issues

What is the context?
Women who’ve had several children taken into care need special support. So do first time teenage parents.

Ripplez is a social enterprise helping the hard to reach who often feel let down by statutory services such as children’s social care, the police, GPs and the courts. Ripplez’ unique service works to an innovative model of evidence based interventions, while its success, in part, is attributable to its non-bureaucratic nature.

The Derby community interest company launched its Pause practice in April 2017, having spent five years assisting young first-time parents in Derby through the Family Nurse Partnership.

The Pause programme gives women at risk of having children taken into care the chance to pause and take control of their lives. This is in hope of breaking a destructive cycle that causes them and their children deep trauma, as well as putting a huge burden on the taxpayer.

The majority of the 23 women enlisted have had difficult starts in life. Most have suffered severe abuse, often from a young age, and come from similar backgrounds to the ones they have now. Of the 23 women, 96 percent have suffered serious domestic abuse and 75 percent have suffered physical and sexual childhood abuse. Many had parents who’d been in prison. Unsurprisingly, 94 percent of the women involved with Pause have mental health issues.

What’s the story?
Most of the young women that Pause support have experienced, or continue to suffer, physical,
emotional and sexual abuse. By the time they are referred to Pause many have had two or more children taken into care, most use drugs and alcohol, and many exist in precarious lodgings with violent partners.

One woman in their initial cohort – Ms S – had two premature babies removed into care when they were born. Both were delivered with significant health issues and drug addiction. The mother returned to a home where drugs and domestic violence were rife. By the time she was referred to Pause she was pregnant again and in prison.

On her release, Ripplez’ Birth Buddy programme gave her pregnancy support, accompanied her to her antenatal appointments and spoke about the benefits of healthy lifestyle choices for her and her baby. Ripplez worked productively with children’s social care and maternity services, and although the plan was to remove the baby at birth, Ms S maintained support with her worker. She agreed to be part of a care plan, and to breastfeed and give skin to skin contact with her baby following birth. Ms S went full term and will be with the Pause programme for the next 18 months. Ms S will agree to choose the best reversible form of contraceptive.

It’s also worked in getting other services to understand the mental, emotional and physical damage done to these women. Other services are now paying attention to Ripplez’ success.

‘It’s just about them understanding the massive trauma they’ve been through, to work with them more flexibly and adaptively, and they’ve taken that on board, and we feel like we’re able to influence other services,’ said Justine Gibling, Ripplez’ CEO.

‘Our women, they didn’t have a good enough start in life and then it becomes this cycle.’ adds Jess Jackson, the Practice Lead. ‘Their parents might have had children removed and that cycle just continues. Instead of saying ‘you need to change’, I say ‘no wonder you’ve got to the point you’ve got to.’”

With their first cohort, there’s been a large drop in damaging behaviour. ‘That’s by having them gain some self-worth,” adds Jess. It’s been measured in the reduction of drug and alcohol use, less recalls to prison, stability in their accommodation, and other factors.

What has been the impact?

In terms of the human cost, Pause has been able to work with, and build positive and engaging relationships with, women, who they’d been told, would not work or engage with them. These women were known to every service and had been lost and given up on. Pause has managed to get 23 women signed up who had had a collective 69 children taken into care. Of those women, 18 are now on a long term reversible contraceptive.

What have been the key elements of success?

While their partnership with other service providers has been a massive element of Pause’s success in Derby, it’s the breadth of skill and experience within the Pause team which has made the difference. Drawing from supportive backgrounds in drugs and alcohol, sex work, psychiatric nursing and social housing, it’s the collective skillset, under one roof, and away from statutory services, that has made the difference.

‘The way the team was recruited was unlike anything I’d been part of before,’ said Justine, who’s worked in children services for 30 years. The team has the right kind of characters, abilities and qualities and a highly qualified practise lead to steer the project.

‘When you look at all of those factors we appear to have all our stars aligned,’ added Justine.
What has been learned?
In 2015, as part of the borough-
When you treat people as people and not as problems they’re more receptive to change. If you can empathise with their situation, and not judge them for it, relationships can be formed.

‘There was one thing that stuck with me,’ adds Jess, ‘it was a service user, describing interaction with her Pause support worker. ‘She makes me feel normal,’ that was what she said. It’s all down to seeing these women as women and not a problem. I feel that quite powerfully.’

Finally, it was learned that if contraceptives are accessible, most women will use them. Often, it will be the first time the Pause women have had the chance to experience autonomy and control over their own sexual health.

What is the context?
Lambeth is a London borough with NHS England’s Five Year Forward View set out how health services needs to evolve and adapt in order to lessen the growing pressure on general practice and the wider health system. This report, along with the GP Forward View that followed, has highlighted how the work that Altogether Better does, developing collaborative relationships between GPs, practice staff, health champions and the wider public, helps create a sustainable future, one in which practices draw on the skills and resourcefulness of their communities in order to make life better for everyone.

What’s the story?
To create this change, Altogether Better has developed an evidence-based approach that delivers NHS England’s vision and provides an offer that reduces the pressure in General Practice. Altogether Better’s model, Collaborative Practice, has been developed in over 120 GP practices in 23 Clinical Commissioning Group areas, involving more than 1,500 citizens who have gifted their time as health champions.

Collaborative Practice is a new approach. It is well known that general practice faces the huge challenge of supporting people with long term conditions and people who may simply be lonely or isolated. Practices struggle to find ways of helping those who come regularly to see their GP, but for whom there is little the practice can currently offer that will make a difference. For ‘things that don’t go away,’ people need time and support to come to terms with their diagnosis and adapt to the challenges they are facing. The behaviour change necessary to build resilience and cope is so much easier to do if peer supported.

Many people working in general practice know these things are important and valuable but are too busy with current workload to be able to offer the non-clinical support that people need. Collaborative Practice invites local people to gift their time to the practice, working alongside

Who are the key contacts?
Justine Gibling, Chief Executive, Ripplez CIC
Jess Jackson, Practice Lead, Pause Project Derby
Both via 01332 888 091
people who deliver health services in a new, collaborative relationship. As a result, the practice and how it works changes.

New services, activities, support and possibilities open up, based on what matters to the practice and what is important to local people. People’s needs are met differently, taking pressure off the practice and making life better for everyone. Collaborative Practice is about responding to the underlying reasons why people present at the surgery; simply increasing the ability or capacity to respond to clinical demand will only act to increase the problem.

Collaborative Practice is about changing the nature of the response and reducing the demand on clinical time by offering something different that better meets people’s needs. This new way of working responds not just to the demand, but to the generator of that demand. It taps into the resources and resourcefulness of the local community and changes the identity and culture of the practice because it changes what the practice pays attention to.

In a way, this approach is simple, but it’s also hugely complex because this is about fundamental culture change. It changes the culture of the practice by changing the identity of who is part of the practice family, which in turn changes the business model of the practice.

Collaborative Practice will improve:
- patient care
- working lives of staff
- profitability and sustainability of the practice

What happens?
Collaborative Practice spans leadership development, organisational development and systems’ development. It is designed to help the practice adapt to the changing context in primary care by reshaping the relationship between the practice and the community.

The starting point is finding practice managers and GPs interested in developing their leadership skills and capacity in order to enable the practice to meet the new challenges. This aspect of the work is led by a system’s specialist who brings experience of working at The King’s Fund and with health systems around the world as well as many years’ experience running leadership programmes in the NHS, including the first Practice Managers programme.

The team works alongside emerging primary care leaders and citizens who gift their time as health champions, guiding and modelling the mindset and values needed to build a new way of working that improves the working lives of staff, while increasing the profitability and sustainability of practices.

Who are the key partners?
GPs, practice managers and the wider practice team
Citizens – both from the practice and the wider community
NHS & the wider health system

What has been the impact?
Having evaluated work in 30 General Practices, drawing on research from the Government’s Foresight Project and the New Economics Foundation, it shows that 216 types of new offers and activities were developed by practices and the citizens who volunteered their time to work alongside them. This brought about improvements in patients’ wellbeing, resilience and ability to adapt, cope and live well with long term conditions, as well as a gaining a better understanding of how to use and navigate services.

The evidence tells us that when it works for patients there are significant improvements in mental health and wellbeing. This results in the overwhelming support from practice staff to sustain the work. The results indicate that 94 percent of patients surveyed had improved mental health and wellbeing, while 95 percent of staff recommended the work and wanted to continue after the funded period ended. Recent feedback from a GP managing partner describes how ‘there’s been a paradigm shift, a move to a wellness mindset not an illness mindset…it’s one of the most rewarding things we’ve ever done.’

What have been the key elements of success?
Having champions as part of the practice family changes the nature of the family, leading both to coevolve and do things differently. This in turn leads to benefits for patients, champions and the practice – and from it emerges a new and efficient collaborative model of general practice.

Eventually, new relationships between champions and practices become embedded and sustainable in the long term without ongoing funding or support from Altogether Better.

Mev Forbes is a managing partner at the Robin Lane Health and Wellbeing Centre in Pudsey, Yorkshire.

‘We had a growing realisation that general practice was unsustainable in its current format,’ he said. ‘We knew that funding was going to be an issue. We can’t just go on
employing more and more doctors to meet more and more demands, we had to think quite radically about how to change demand in the first place.’

Robin Lane now works with more than 50 enthusiastic citizens who deliver more than 30 different kinds of groups and activities. As well as a series of champion-led social groups, the practice now runs a ukulele group, provides daily breastfeeding support, keeps a constantly updated dynamic directory of local services and resources, and is now more able to signpost and route people to activities in the community.

Champions also support service delivery. They’ve helped increase the numbers of people attending the centre’s Saturday flu clinic from 300 to more than 900 people.

The success of the work is largely down to the leadership and vision of Mev and GP partner Linda Belderson, who described how ‘lives have been transformed, people are no longer isolated; they have made new friendships and use services differently.’

What has been learned?

Health is no longer about the absence of disease. Today, the challenge is to create a system in which people can adapt and change. When citizens become part of the system, the work takes place in liminal space – at the boundary between the formal world of organisations and the informal life world of citizens. Working in this space requires a different way of seeing: a new set of skills, norms, behaviours and language.

The York Health Economics Consortium has demonstrated there is up to a £112 return per £1 investment in this scheme. Further, given that this work promises a sustainable business model, where clinicians have enough time for their clinical consultations and patients make better use of services, making the case for General Practice is relatively easy.

This is particularly so when it is financially supported by local commissioners or funders, such as CCGs and local authorities. In the short term, practices can see the resourcefulness that champions bring by increasing the range of offers or options available to patients.

Over a longer period of time there is evidence of a significant reduction in primary and secondary care consultations. Feedback from lead partner Jaweeda Ido of Alvanley Family Practice in Stockport is that Collaborative Practice has ‘definitely reduced the number of A&E attendances for patients and reduced the demand for urgent appointments whilst at the same time leading to better engagement in nurse appointments… this is a real offer that will actually not just reduce demand for you, but make patients’ lives better.’

If findings from this evaluation were to be replicated across the country, we would see a future where patient care improves, the working lives of staff improve, and profitability and sustainability of GP practices improve. Practices will be better able to cope with the dwindling number of UK GPs and the decreasing numbers of GP trainees.

Prevention will also become the norm and an integrated part of the system. This will reduce the future prevalence and incidence of socially determined disease, creating an environment where people are supported to prevent, manage and live well with long term conditions, while improving their mental, social and physical health and wellbeing.

Citizens who work as part of an extended practice team and are no longer seen as burden to services, but as an asset, working as part of the system as makers and shapers of innovative new services. Patients will learn to use services differently and the pattern of service use will change.

Who are the key contacts?

Alyson McGregor, national director of Altogether Better, alyson.mcgregor@swyt.nhs.uk www.altogetherbetter.org.uk @al2getherbetter
What is the context?

In 2015, we recognised that our domestic abuse service was disjointed. People who had been attacked and had fled their homes were left to make potentially life changing decisions about their future, sometimes while sitting in a police station or the council offices. Others in abusive relationships classed as low risk received little support, despite the danger that violence could escalate. We know that too few victims come forward, and many more suffer in silence. It was clear something needed to change.

We discussed our concerns with partners in the police and county council, and began to develop a more strategic and co-ordinated approach. A key element was our decision to bring in the experts to advise us – those who had experienced domestic violence themselves. We contacted people who had come to us for help, and worked cooperatively with them to understand their needs, and how we could improve support for survivors and their families.

These were not easy conversations to have: some people just wanted to move on, while others chose to return to abusive partners. But some of those affected by domestic abuse decided to work with us, and with their support we created the Stevenage Against Domestic Abuse (SADA) forum. It first met in 2016, and put those affected by domestic abuse at the heart of decision making.

What’s the story?

Gaps in the service were identified by SADA and, in July 2017, this led to the opening of a Safe Space: a place for people who have suffered or were suffering from abuse, giving them the option to stay for up to a week. The Safe Space is unique in that, unlike a refuge, it is available immediately as a short-term breathing space. A place where victims and their families can stay for free while they make what can be major decisions on their future.

The SADA forum members also started informal drop-in sessions for victims, survivors and their families. Here they can talk about their experiences with those who have been in the same situation. It operates on referral only and is a mobile service, held at various locations in the community.

Of course, it is important not to oversimplify the process. All the forum members’ ideas are discussed at length to help ensure they will achieve their anticipated aims, then modified or further developed. Other ideas come from our partners or staff. We’re always looking to innovate and refine what we do.

Alongside the victim-centred approach, we have strengthened our partnership working. The police oversee criminal incidents and Hertfordshire County Council provides Children’s Services support, while charities such as Citizens Advice are another vital source of help. We also work with independent domestic violence advisors, mental health teams and health visitors, the Women’s Resource Centre, the police’s domestic abuse team DAISU, and local police officers.

The forum and partnership working are part of a unique service with its own governance, including a SADA board which makes strategic decisions, led by myself, the Leader of Stevenage Borough Council, Cllr Sharon Taylor. The forum chair also sits on the board. There is also a working group, which deals with operational matters, and a multi-agency panel to discuss low and medium risk cases and ensure all the support comes together. They work alongside the forum to ensure victims’ voices are at the forefront throughout.

Protecting men and women who have suffered abuse in their own homes is a priority. The changes we’ve made with partners have created a holistic service. It offers early support to help prevent problems escalating, and gives the abused the support they need to make informed decisions.

That early help includes one-to-one support for perceived low risk cases. Most don’t want to enter a refuge, but need help to stay with supportive friends and family. Even if they decide to stay with an abusive partner, we can plan for their safety if things get worse and help them to recognise signs of escalation. We do not tell people they must leave their relationship, but we will give advice and skills to help them feel safer.

The police are strongly committed to SADA and appreciate the
focus on prevention. David Lloyd, Hertfordshire’s Police and Crime Commissioner, said: ‘Domestic abuse is an abhorrent crime and tackling it is one of my top priorities. More money has been invested, creating a single point of contact for victims and providing high quality support for people who’ve been subjected to abuse. I welcome the SADA initiative as it is imperative that all agencies work together in a coordinated way to offer timely and appropriate support.’

We have trained teams at neighbouring local authorities and partner agencies including North Hertfordshire District Council, East Hertfordshire District Council and Mind in Mid Herts. We also plan to give talks in schools on healthy relationships, a key way of stopping problem behaviour developing.

We know people will not always feel able to report attacks, so we have also trained council frontline staff to identify signs of domestic abuse. Our council’s Repairs team flag up when they see repeated reports of damage, which could be indicative of domestic abuse, and a joint visit with Tenancy Services may be completed to offer support. SADA has set up a Champions network which includes council employees and partners such as Families First and MIND. The network of Champions give advice and guidance to other champions, and meet on a quarterly basis to share best practices, discuss cases and exchange ideas. We have also introduced a traveller project, which encourages families to engage with the forum, who can help with advice and safety planning.

What has been the impact?
Domestic violence victims now have a say in the support they receive and this has led to a 100% increase in the number of referrals to the service. There’s also been less escalation to (MARAC) Multiple Agency Risk Assessment Meeting. To know people are safe and feel safer is the outcome we would like to see, though it is hard to measure. In a recent survey of the people we have helped, 56% said our service had fully improved their safety; 11% mostly; 22% partly; and 11% not at all. Overall satisfaction with the service was high; and 100% of people said they felt fully understood and listened to. Long term, we are continuing the relationship with survivors through the SADA forum.

What have been the key elements of success?
Having champions as part of the The SADA service encourages and empowers victims and survivors to make decisions that are right for them. This could include applying for their own court orders against perpetrators. We offer support to everyone including men and LGBTQ communities, and for family members experiencing or witnessing domestic abuse, including children. We facilitate a course which allows parents to understand the impact of abuse on their children and how they can rebuild their relationships.

We also run an in-house service which seeks to address the needs of perpetrators, through a drug, alcohol and offending service to help them understand and change their behaviour. Almost a quarter of incidents reported to the police are alcohol or drug related, so addressing those problems is an important element of the service we offer. Creating the Safe Space crash pad has offered immediate help to victims. While service users are now able to apply for court orders free of charge and are accompanied to court. The SADA forum has had a massively positive impact on the lives of those that have been victims, their families and children.

What has been learned?
That you have to encourage the reporting of domestic abuse, and that working cooperatively with partners and those who have been through the service is essential to supporting with victims of domestic abuse and their families. Further, that you have to understand that not everyone wants to leave an abusive relationship, but they still need support from the service. Finally, that we have to encourage perpetrators to seek help.

Who are the key partners?
Stevenage Against Domestic Abuse (SADA), the community, the County Court, the housing department at Stevenage Borough Council, Hertfordshire Constabulary, Hertfordshire County Council, Families First.

We have secured funding from outside sources including the Department for Communities and Local Government, Hertfordshire County Council and the Police and Crime Commissioner. Our ongoing challenge is to ensure the service is sustainable by working with other commissioners and funders, and evolving other services to better meet the needs of local communities. We believe this approach provides better support and saves money in the long term.

Who are the key contacts?
Sarah Pateman, Community Safety Manager, Stevenage Borough Council, 01438 242458.

Case study completed by Councillor Sharon Taylor, Leader of Stevenage Borough Council.
Fostering success: Birmingham’s Step Down project

What is the context?
Birmingham’s Step Down fostering project helps young people move from residential care to a family setting. The more calming nature of a family home has been shown to improve the chances of stability for the young person and a successful outcome. The project also utilises the Therapeutic Fostering intervention and team teaching.

The scheme is run by the newly formed Birmingham Children’s Trust. The trust is independent, but owned by Birmingham City Council, the largest local authority in Europe, with 1.2 million citizens, and almost 2,000 children in care.

In 2012, there were 182 young people in residential placements, roughly 10 percent of all children in care in Birmingham. These young people were experiencing poor outcomes. They had repeated contact with the police, substance misuse, poor educational attainment and poor mental health. Of that cohort, 13 percent had experienced three or more placements. Significantly, those 182 young people accounted for 40 percent of the council’s annual £65m Children in Care budget.

What’s the story?
In times of crisis, many children in care will be moved from their placements. A key component of the Step Down approach involves establishing this across a twelve week transition process. One of its aims is to lessen the impact of change, which is often a source of stress for the child. This will include careful matching with the right foster carer, plus a phased introduction and settlement period.

Step Down also uses a systemic approach to ensure all those connected with the child – foster carer, social worker, residential unit support worker, education officers, health care and other professionals – are coordinated to deliver the best outcomes.

Each young person is also given an experienced mentor to provide advice, support and advocacy on their behalf. The peer mentor acts as a good role model and someone with who the young person can share their views and concerns. Further, a project manager will provide an overview of the project and consistency, connecting with social work teams as well as foster carers.

The project is realised and funded through a Social Impact Bond and a Payment by Results mechanism. The key trigger for successful payment by results outcomes is placement stability, relying on the foster child to be with the same foster carer for 52 weeks.

The social investor contributes to Step Down’s set up costs, such as foster care recruitment, training and retainer fees. They also pay for training and support for the peer mentors who assist the young people. The social investor is also able to provide critical challenge and oversight of the performance management with a view to securing long term outcomes.

Who are the key partners?
The project is a partnership between the Birmingham Children’s Trust, Birmingham City Council, Core Assets the provider, and the social investor Bridges Ventures.

What has been the impact?
To date, 26 young people have moved from a residential setting to the family-based Step Down system in Birmingham. The scheme to date has generated £2.9m in savings. Foster children also appear to have benefitted: there are improved outcomes in behaviour, school attendance, engagement in positive activities, reduced self-harming and a reduction in aggressive behaviour.

Of the original 26 young people, 12 completed the 52 week placement, with five remaining with the foster carer post graduation. During this period more than 10,000 ‘beds nights’ were avoided.
What have been the key elements of success?

Adhering to the four crucial stages in the Step Down programme. The first stage is matching and planning and takes up to six weeks. The right foster carer is identified and a network of professionals established around the young person. The second stage is stabilisation and takes 13 weeks. This involves intensive wrap around support to enable a smooth transition. Here, the foster carer is at the centre of the process and they attend fortnightly progress meetings.

The settlement stage, or the third stage, also lasts 13 weeks and foster carers receive systemic therapy, plus practical and educational support. Progress meetings become monthly. In the final stage – maintenance – which spans 26 weeks, the child should be making significant educational improvements. There should also be signs of emotional and behavioural progress. The support continues with monthly progress meetings. Ongoing needs, and the placement itself, are reviewed at a later time.

What has been learned?

Fostering can work for children with complex issues, but only if policies are child-centred and designed to meet their needs. Targeted carer recruitment is absolutely critical. New foster carers can be as talented and committed as professional carers. Engagement with social workers is absolutely key and the early involvement of operational leads in the project design and commissioning was also crucial.

Who are the key contacts?

Narinder Saggu, Head of Children’s Commissioning, Birmingham Children’s Trust
Narinder.saggu@birminghamchildrenstrust.co.uk

Louise Knowles, Senior Commissioning Officer, Birmingham Children’s Trust
Louise.k.knowles@birminghamchildrenstrust.co.uk

Sunita Masih, Commissioning Officer, Birmingham Children’s Trust
sunita.masih@birminghamchildrenstrust.co.uk

What is the context?

The Pod supports adults with severe or enduring mental illness on a referral basis. The centre – a vibrant place with a cafe, activities and evening events – is run by Coventry City Council and works on social brokerage, where skilled people assist The Pod’s denizens to lead full and independent lives.

Before it was The Pod, it was Lamb Street Day Centre, and housed people with identical mental health issues. In 2009, it offered its users therapeutic support groups, gardening sessions and basic English and maths courses.

Unsurprisingly, only its staff and users visited the centre – there wasn’t anything there for anyone else. Back then, 106 people regularly attended the centre. Half had been referred more than a decade earlier, via the Community Mental Health Team. Within the centre there was a sense that ‘moving on’ was not possible or even a good idea. The centre primarily focused on keeping people safe.

What’s the story?

As of 2017, Lamb Street underwent a transformation. While the building looked the same externally, inside it had changed. The focus had shifted to the person and their individual
mental health recovery. Lamb Street morphed into The Pod, a venue with a café and community-wide appeal.

The centre has since received many plaudits for the overhaul of its practices. It now sees 200 referrals a year. These are for people with the most complex and critical mental health needs. The work starts with a meeting at the Pod and then continues in a place of the individual’s choice. It could be in the centre’s well respected vegan café, or anywhere in the community. The focus is on the person and their individual mental health recovery. Service users are now seen and treated as citizens.

The Pod is accessible to all. It cooks fresh meals for the same price as a supermarket meal deal. But instead of a cellophane sandwich and a can of sugary drink, you get a wholesome and mostly organic vegan meal. Indicative of its value and quality, the restaurant currently sits at 41 of 503 restaurants in Coventry on Trip Advisor. The Pod has since moved to historic premises at 31 Far Gosford Street in the city’s cultural quarter.

Around 15,000 people now engage with the Pod in some way each year. Among them: Food Union, Time Union, plus an arts collaborative, a strand promoting quiet activism and an annual mental health arts festival. All act as catalysts for connections and social change. It is an approach that benefits the whole city. The Pod has even been involved in Coventry’s bid to be City of Culture 2021.

Who are the key partners?
The Pod, Coventry City Council, Clinical Commissioning Group, the NHS.

What has been the impact?
The Pod shows how a statutory provider can be cost effective while still offering a person-centred model for people with severe mental health illnesses. Its creative and dynamic use of all the resources – people and places – benefits the whole community.

The fact it is a public facing service with a large footfall is important as it provides the impetus for collaboration, co-production, connectivity and partnership – which, by default, dispels myths about mental health. There is extensive qualitative and quantitative evidence on outcomes achieved through this way of working. The clear evidence shows there is less service dependency for people and a reduced number of readmissions into acute mental health services, plus a reliance on outpatient appointments or other supportive health services.

What have been the key elements of success?
There were many elements that came together in making The Pod a success. Firstly, there was the development of a model of practice that re-inspired the Lamb Street team’s passion for mental health work and also enhanced their existing skills. A varied training programme to fill any gaps identified within the team, and for referring practitioners, was also created.

By January 2012, a social brokerage qualification was jointly developed and delivered with Coventry University. Foundation planning was also introduced, based on a series of hour long individual conversations. These took place over six to twelve weeks to build trust, relationships and to identify interests and opportunities to support a person’s recovery. Newly introduced development workers were also encouraged to investigate other funding streams to support people’s ambitions. For example, they investigated regeneration programmes, universal services, self-directed support from the council, such as personal budgets and direct payments, and looked at grant making trusts. The Pod uses the joint principles of personalisation and recovery to underpin its approach.

These values speak clearly to statutory commissioning and provider organisations and, most importantly, emphasise the right of the individual to expect that support.

What has been learned?
Christine Eade, Coventry City Council’s Mental Health Unit Manager, believes that if you want to get things done, ‘it helps not to be frightened of disagreement – and to be prepared for difficult conversations. Also, push and provoke, ask the difficult question – and then keep asking it. Enable citizens’ rights and look for the mutual gain. Be brave with your decisions and then test and build upon them. Finally, try to be pragmatic.’

‘I strongly believe that in order to facilitate mental health recovery and regeneration it’s important to cultivate new relationships and approaches. You need to forge connections with the non-traditional, and inspire social change through adaptive and empowered practice and an open mind. We have to be impassioned and genuine in the work we do.’

The team recently piloted Needs and Wellbeing assessments for people with severe mental health
needs who receive secondary mental health services. There is the same focus on making time for people, listening and building trust. The outcomes help ensure that the care and support provided by the NHS and the council continue to be personalised, recovery-focused and compliant with the Care Act.

Who are the key contacts?

Caroline Speirs, TLAP, Head & Building Community Capacity Policy Advisor. caroline.speirs@tlap.org.uk 020 7766 7358

Christine Eade, Mental Health Unit Manager, Coventry City Council. christine.eade@coventry.gov.uk 02476 786 680

This case study was provided through our colleagues in Think Personal Act Personal – see separate listing to access more of their excellent case studies and join their exciting network.

Think Local Act Personal

Think Local Act Personal (TLAP) is a partnership of over 50 organisations committed to personalisation and community-based health, care and support. TLAP’s unique position as a sector wide partnership brings together central and local government, people with lived experience, commissioners, providers and social enterprises to ensure rhetoric of policy and legislation is grounded in the reality of practice.

Our cornerstone is that personalisation is fundamentally about better lives, not services. This means working across service boundaries to support the achievement of better outcomes and improvements in experience and wellbeing for people, carers and their families. All our work is co-produced with the National Co-production Advisory Group (NCAG), ensuring that people with lived experience are central to informing and influencing policy development and practical implementation.

We make an impact by:

- Working through partners and networks to deliver front line operational support
- Mobilising leaders and decision makers to contribute at strategic level to system change
- Showcasing examples that deliver transformational outcomes
- Working with partners to ensure social care has reach and influence in health sector.

How can TLAP help you?

- A wide range of tools and resources are on our website to inform and inspire
- We run events designed to educate and motivate
- Our networks on building community capacity, market development and self-directed support share learning and innovation.

Please sign up to our e-newsletters at www.thinklocalactpersonal.org.uk and keep up to date with the best in asset based approaches and community development in health and social care.

Follow us on Twitter @tlap1
What is the context?

The use of creative activities has been shown to increase self-esteem, provide a sense of purpose, develop social skills, help community integration and improve people’s quality of life.

So, it makes complete sense to use it in healthcare.

At the Creative Mind charity they use it to develop community partnerships, while also co-funding and co-delivering projects for the population of south west Yorkshire.

The charity believes in creativity as a means of self-expression. It can help tackle social exclusion, promote self-acceptance and raise aspirations by allowing the individual to discover abilities that combat negative feelings surrounding their mental health. The sense of achievement that can be found in creativity is unrivalled.

What’s the story?

Since its launch in November 2011, Creative Minds has helped over 20,000 people by delivering over 200 projects in partnership with over 130 community organisations. By reconfiguring South West Yorkshire Partnership NHS Foundation Trust’s services, the charity is changing experience and outcomes through arts, sports and recreation. It’s been able to redefine what effective, inexpensive, non-pharmacological and locally configured mental health services actually mean. It also encourages people with care and support needs and practitioners to unite for mutual benefit. They also provide an opportunity for people to engage as equals, creating balance between providers and participants.

Creative Minds is hosted by their local NHS trust and acts as enhancement to regular NHS provision.

Meanwhile, the trust’s aim is to create a strong infrastructure of community organisations able to provide excellent creative projects for the people who access its services. To do this, the trust has set up two distinct initiatives: Creative Minds Projects and Creative Minds Partners.

What has been the impact?

When people find talents, skills and passion for a particular activity the impact can be life-changing. This sentiment has been echoed by the majority of Creative Minds’ users. People have talked about improved confidence, self-esteem and stronger emotional resilience. Further, that the activities have provided a welcome distraction from problems. As well as the motivation to get out of the house to meet people with mutual interests. The participants also believe the project helps combat the stigma of certain health conditions by presenting new skills and talents through performance, exhibitions or paintings with personal subject matters.

From starting out in the creative realm, the service now has evolved a broader remit. It now introduces people to music, dance and poetry as well as football, walking, gardening and climbing. Through Creative Minds’ projects people have transformed their lives. They’ve redefined themselves as actors, poets, playwrights, photographers, musicians, singers, climbers, successful artists and trophy winning footballers. This incredible transformation has led to local, regional and national recognition and has massively challenged the stigma of mental health.

Who are the key partners?

Creative Minds, South West Yorkshire Partnership NHS Foundation Trust, and around 130 charities, organisations and youth groups, across Barnsley, Kirklees, Calderdale and Wakefield.
What have been the key elements of success?

The charity feels lucky to have had senior management support from the NHS Trust, who acted as host. The trust gave the organisation the freedom and spirit to develop a separate, but complementary approach to the trust’s traditional services. It was also given support to develop a culture that valued creativity and creative approaches within the NHS. The charity was able to build a bridge that enabled community organisations to work in partnership with the trust. It was also able to offer solutions to some of the problems faced by people using NHS services.

What has been learned?

There needs to be some recognition that statutory and community languages are very different – and that translation is sometimes required to help the two communicate more effectively.

The charity also found that most service users weren’t hard to encourage into activity. It was just a question of listening, providing choice and letting the participant choose for themselves.

All projects developed through Creative Minds use a variety of accredited evaluation tools. These demonstrate the value to the individual and the benefits of wellbeing. There are individual case studies that capture recovery journeys and the transformative effect of developing a new skill or passion. Latterly, the charity has encouraged projects to use the Warwick-Edinburgh Mental Wellbeing Scale to increase consistency. They have also just started to use participatory research techniques to empower people to use their new skills to capture their transformative journeys.

Who are the key contacts?

Phil Walters, Strategic Lead, Creative Minds.
Philip.Walters@swyt.nhs.uk
info@creativeminds.org.uk
01924 316 285 @Creat1ve_M1nds
www.facebook.com/Creat1ve.M1nds
www.creativeminds.org.uk

Caroline Speirs, Head of TLAP, Making it Real and Building Community Capacity Policy Advisor.
Caroline.Speirs@tlap.org.uk
0207 766 7358

This case study was provided through our colleagues in Think Personal Act Personal – see separate listing to access more of their excellent case studies and join their exciting network.

Staying up late: opening up nightlife to people with learning disabilities

- Most people with learning disabilities aren’t supported to live the lifestyle they choose
- Gig Buddies matches adults who have a learning disability with a volunteer who shares a similar passion
- Brighton project extending across UK and Australia

What is the context?

How often do you see people with learning disabilities when you go out in the evening? The most common response to this question is: rarely or never.

Sadly, people with learning disabilities, or with conditions such as autism, have limited choices once the evening has landed. It was with this in mind that Gig Buddies was launched in 2012 by the Stay Up Late charity in Brighton. It was set up by former punk musician Paul Richards who recognised most people with learning disabilities are unable to go out late due to inflexible rotas of care.

Research was also commissioned by the charity through the Community and University Partnership Programme at the University of Brighton. This was to discover the obstacles faced by people with learning disabilities who wanted an existence that extended past daytime television.
The research flagged up several factors when it came to people’s isolation and lack of cultural involvement. Sometimes it was because there weren’t enough funded hours to support people with learning disabilities to enjoy social activities, or because support staff didn’t work on weekends or evenings. Also, some people with learning difficulties suffered from low motivation and confidence, or mental health issues, and were fearful about their safety should they go out. Other times it was because ‘what’s on’ information was hard to access locally, or events were hard to attend through lack of public transport. Or, even, that people hadn’t got any money. Finally – and crucially – it was because the person didn’t have a companion to share their activity.

What’s the story?
Gig Buddies is a volunteer befriending project. It unites those with learning disabilities, or autism, with a volunteer who shares the same musical and cultural interests. It’s all about defining what their gig is – it could be music, ballet, nature walks, museums and the list goes on. It’s whatever appeals to the individual. For the volunteer, it’s about going to an event they already like the sound of – and then bringing someone along.

All volunteers to the Gig Buddies scheme are vetted and receive training and ongoing support.

Who are the key partners?
The Stay Up Late charity, Brighton and Hove City Council, West Sussex County Council, Nesta Foundation, Big Lottery Mencap, Sussex Community Foundation, Brighton and Hove Buses, The Chalk Cliff Trust and others.

What has been the impact?
Gig Buddies started in Sussex in 2012. There are now more than 90 pairs of buddies regularly attending mainstream events across the county. There are also informal social meetings in pubs for people on the Gig Buddies’ waiting list. Gig Buddies has also become a social franchise with partners in Sydney, Australia, Edinburgh, Croydon, Portsmouth, Calderdale, Long Eaton and Norwich.

The impact on an emotional level means that people who have a gig buddy are now less lonely and have more friends. They have been empowered to make more choices about how they live their lives. As a result, communities become more inclusive and volunteers have a greater understanding of the needs of their new companions.

What have been the key elements of success?
The project works effectively when a progressive local organisation takes on the role of delivery and the council gives financial support. And sometimes practical support too, such as advertising the project within its social work teams. As councils have increasingly less resources, this project encourages positive mental health and wellbeing of people with learning disabilities. Matched funding from local authorities has really helped in developing new partner projects.

What has been learned?
Skilled co-ordinators are essential in running a volunteer befriending project such as Gig Buddies. Further, that too much expectation from a local authority can be problematic: Gig Buddies will not solve all the social issues facing people with learning disabilities. It is not a free solution for an endemic problem. Also, it takes time to match people with volunteers, especially in rural areas.

Across the board there have been concerns about safeguarding. There are some unfounded ideas that mainstream gigs and festivals are inherently dangerous places. This is not the case.

Back in 2001 and again in 2009, the UK government said ‘the objective is to enable people with learning disabilities to have as much choice and control as possible over their lives and the services and support they receive... A person-centred approach will be essential to deliver real change in the lives of people with learning disabilities’.

Stay Up Late believes that government is a long way off from delivering this vision, and that’s what continues to drive the charity’s work – to ensure that people with learning disabilities are able to make choices on how they lead their lives.

Who are the key contacts?
Paul Richards, Director, Stay Up Late, Dorset Gardens Methodist Church Brighton info@stayuplate.org 01273 600 438.
Caroline Speirs, Head, Think Local Act Personal Caroline.Speirs@tlap.org.uk 020 7766 7358
This case study was provided through our colleagues in Think Personal Act Personal – see separate listing to access more of their excellent case studies and join their exciting network.
What is the context?

Sometimes an organisation works well, it’s just they could work that bit better with a connecting member of staff...

The Social Communication Assessment Clinic runs a diagnostic service for children aged five to 13 years old with suspected autism, but without other serious complications. The service aims to reduce the numbers being referred to tertiary care, such as Great Ormond Street Hospital. This involves tracking autism spectrum disorders across the borough of Hackney. And linking the assessments into one pathway in compliance with National Institute for Health and Care Excellence. Their role has been to develop one autism spectrum disorder service uniting education, health and social care in the borough.

The service runs through Hackney Ark, a centre for children with disabilities and special educational needs. This gives parents and carers a single point of referral for autism assessments, makes use of professionals’ autism spectrum disorder skills, reduces waiting times for diagnostic assessments, and improves the service for children and their families. The more straightforward diagnoses are made more quickly. The number of appointments can be reduced as some assessments can be done in parallel. As the centre is centrally run by the autism spectrum disorder clinic coordinator, waiting times are reduced and resources are used more efficiently.

To bridge the communication gap between health and education, the service recruited an Educational Psychologist. This post, part of the children’s assessment team, links to schools, where they collect information prior to the assessment, carry out assessments, link special educational needs (SEN) processes to the diagnostic process and make recommendations from the individual child’s report to meet their SEN. They also carry out additional school feedback meetings where appropriate. They also strengthen links with special educational needs coordinators and those working within Special Educational Needs and Disabilities.

What’s the story?

Along with being part of the clinical assessment team, the Educational Psychologist helps to understand the child’s learning needs from existing information or gathers further information about these to ensure that the Social Communication Assessment Clinic is the correct pathway. They ensure the school questionnaires gather relevant information and use the language of the SEND code of practice. They complete observations within schools as part of the assessments. As well as report writing and involvement in diagnostic discussions, the EP is there to write using the language of the Social Communication Emotional Regulation Transactional Support educational model and within recognised guidelines, therefore linking up with the approach adopted by Hackney Learning Trust. They also connect with the Education Health Care Plan process where appropriate.

Here’s an example of what happens when the Social Communication Assessment Clinic Educational Psychologist is involved in an assessment:
A pupil at an out of borough primary school is on a waiting list for an autism spectrum disorder assessment. The SENCO contacts the clinic coordinator and shares concerns of him being at risk of exclusion. The Educational Psychologist speaks to the SENCO, looks at what’s already in place and what could be helpful. In this instance, another Educational Psychologist joins the school staff and parents for a reintegratio meeting and, with parental permission, the Social Communication Assessment Clinic’s Educational Psychologist talks with the school’s Educational Psychologist before and after the meeting. The child is seen in clinic and ADHD and autism spectrum disorder are diagnosed. The Social Communication Assessment Clinic Educational Psychologist joins the parents’ feedback meeting. An additional school feedback meeting is agreed and the child’s needs are explored further, with the development of an action plan. A pupil profile and positive management plan are created following the meeting. The boy’s teachers SENCO feel this helps them to understand his needs and how to meet them at school. In addition, the Educational Psychologist facilitated communication between the SENCO and the Education Health Care Plan (EHCP) team so the case can be referred back to panel with the additional supporting evidence. He was given an EHCP to provide additional support at school.

What has been the impact?

Since the introduction of the EP learning assessments are no longer duplicated. The language used in assessment reports has also been translated to create a common language with education, so the recommendations are in line with the SEND code of practice. This also makes the reports easier to understand and more meaningful for education professionals. This means that actions are more likely to be implemented in schools.

The advice given to parents about education processes and systems is more accurate and the rest of the Multi-Disciplinary Team are now more confident in their understanding of schools’ and Hackney Learning Trust processes. The EP ensures that education and health services are more linked in terms of information gathering and that both pre and post assessment information is shared effectively.

What have been the key elements of success?

Because the EP can liaise directly with the Educational Psychology Service, the Re-engagement Unit and Education Health and Care Plan team, it means assessments are fully informed and information is shared effectively across services. Having an EP within the team ensures information about learning needs can be gathered and understood in a way that makes additional assessments unnecessary.

Feedback from the SENCOs has been positive in terms of how the assessment report helps them understand and meet the child’s special educational need (SEN) at school. Where appropriate, additional school feedback meetings take place. This gives a shared understanding of the child’s SEN and is developed in partnership with parents to produce a clear and tailored action plan. Linking up the assessments, and making the process streamlined for services, especially for families who are going through an Education, Health and Care needs assessment or who are going to request an assessment has strengthened health and education links.

Who are the key contacts?

Dr Esther Adelman, Educational Psychologist, Hackney Learning Trust, 0208 820 7656

Dr Jenny Parker, Consultant Child and Adolescent Psychiatrist, Specialist CAMHS, 0203 222 5600

Dr Susan Crocker, Consultant Clinical Psychologist/Joint Head Community CAMHS: CAMHS Disability and First Steps, Hackney Ark, 0207 014 7071

This case study was provided through our partners at the Social Care Institute for Excellence (SCIE), a leading improvement support agency and an independent charity working with adults’, families’ and children’s care and support services across the UK. Find out more at www.scie.org.uk
Wisbech: reawakening the historic capital of the Fens

What is the context?
The inland port of Wisbech is widely known as the Capital of the Fens. Renowned for its elegant Georgian architecture, history and traditions, its reputation in recent years was of a town on the way down.

Years of chronic underinvestment in road and rail meant Wisbech and its residents were becoming cut off socially and economically. The 2015 Index of Multiple Deprivation had Wisbech as the 80th most deprived local authority area from 326 local authorities.

The market town – the largest in the UK without a railway station – had a seven-year lower life expectancy compared to Cambridge just 40 miles away. It had high levels of smoking and poor health. Its transient population meant it had associated housing issues, while properties in Wisbech’s high street had been boarded up or left empty for over 30 years. Changes within local industry had created high levels of unemployment and four out of 10 pensioners relied on limited public transport for mobility. If that wasn’t bad enough, it was ranked 6th worst for social mobility nationwide. Finally, with educational attainment way below the national average, more than a third of the population lacked qualifications.

To put this into perspective; Wisbech, with all its associated problems, is home to one in four Fenlanders, around 31,500 people...

What’s the story?
Finally, enough was enough. The political leaders of Fenland District Council and Cambridgeshire County Council, plus local MP Stephen Barclay, could all see the challenges facing Wisbech. Their call for change was launched in January 2013 with The Vision project. It called on the public and private sectors to be united by ‘a passion to deliver a prosperous future’ and to think differently to make it work. The Vision would later become the Wisbech 2020 Vision.

Anglian Water was among the first to join the partnership. The water company became a driving force early on and in 2013, through a Business in the Community initiative, established their ‘Business Connector’ Russell Beal, a senior manager, in the town. In support, Anglian Water also created a steering group – The @one Alliance – which brought together their first-tier suppliers. This saw that a long-term project was underwritten with the Wisbech community. Their first step on the ground was to speak and listen to residents.

Their first success involved securing a lease on a disused school with local charity the Ferry Project. The building was refurbished and became the thriving and profitable Queen Mary Centre. In 2017, it was home to 72 community groups and had 48,000 visitors.

In order to increase residents’ employability, the community centre now holds a weekly Job Café and an annual jobs and skills fair.

In an effort to raise students’ aspiration and attainment, Anglian Water began supporting the Thomas Clarkson Academy and the College of West Anglia. It launched two new courses in construction and engineering. In 2016/17 the academy reached the government’s ‘floor target level’ for the first time. From the courses’ first cohort, 14 people found employment with Anglian or the Alliance businesses.

The major focus was uniting Wisbech with the growth areas of Peterborough and Cambridge. An Infrastructure for Growth group looked at reconnecting the rail network and road improvements. This led to a community consultation on Wisbech beyond 2020. David Rudlin, a planner and director of Urbanism Environment and Design, created a garden town proposal to deliver up to 12,000 homes. Anglian, the Environment Agency,
the local authorities and other agencies, are looking at a new approach to flood modelling, where a garden town can be climate resilient, with blue and green infrastructure – water and trees, parks etc – at its heart, supporting the existing town and the new homes development. The use of the new consultative flood model, a first in the UK, has also attracted financial support from the Dutch Government. This work underpins the development of a full garden town proposal.

Who are the key partners?
Fenland District Council, Cambridgeshire County Council, Cambridge and Peterborough combined authority, the Local Enterprise Partnership, Anglian Water, Barhale, Balfour Beatty, Sweco, Public Sewer Services, Morrison Utility Services, Kier Group, Skanska, MWH, Claret Civil Engineering Ltd, Danaher and Walsh Group, Clancy Docwra, Mott MacDonald Bentley, Cognizant, Atos, CSC, Allmi, Capgemini, Business in the Community, Environment Agency, Ferry Project, Dutch Government, residents of Wisbech.

What has been the impact?
In October 2017, Fenland District Council and the Vision Team refreshed the Wisbech 2020 Vision, focusing on Education and Skills, Health and Wellbeing and Cohesion, Infrastructure and Built Environment and The Local Economy. A programme of work is now underway with the long-term ambition to improve transport, build local skills, increase tourism and boost retail, creating new jobs and more homes.

To invigorate Wisbech’s local economy the plan is to position agricultural food producers at its centre. Work is also being done to increase engagement with businesses and restore the image of Wisbech as the proud economic and social capital of the Fens.

Further momentum has seen the rail link included in the County Transport Plan and Network Rail is about to begin its third stage assessment. The Cambridge and Peterborough combined authority has funded £6.5m behind the garden town proposal, with flood modelling underway financed by the Dutch Government.

Between June 2014 and 2017, Wisbech was part of Business in the Community’s national Healthy High Streets programme. It was a national initiative to connect business and local authorities to increase footfall, new jobs and a reduction in empty units. This scheme and the lessons taken from the Business Connector experience has now evolved into Business in the Community’s Pride of Place initiative.

What have been the key elements of success?
Anglian Water’s Business Connector has been integral to Wisbech’s rejuvenation. During his three-year secondment, Russell Beal undertook a great deal of work around employment, including the creation of a business-led Job Café at Wisbech’s Queen Mary community centre. He was also responsible for renovating the centre, originally a disused school, by coordinating 180 Anglian Water volunteers over four days.

The creation of two courses in construction and mechanical and electrical engineering at a local college has also impacted on Wisbech’s attainment and job prospects.

The Greater Cambridge Greater Peterborough Local Enterprise Partnership has also offered financial support for the QMC’s Job Café. In 2016, a £40,000 LEP grant saw the centre help 928 unemployed people with their search for employment. Of these people, 580 became work ready, and 147 found jobs. In 2017, on the back of 2016’s success, the LEP awarded a further grant of £50,000.

What has been learned?
A collaborative approach between public, private, charity and community sectors has been instrumental in delivering progress.

For Anglian, the company gained insider knowledge of grass roots’ needs. A spokesperson said: ‘Having the resources and the experience to give practical support, we feel as if we’re the ones who can unlock private sector engagement, funding and cross-sector collaboration.

‘We’ve brought in and committed all our supply chain to work with community groups in Wisbech, where confidence and improvement is gathering momentum. As a result, we’ve committed our long-term engagement. For us it shows real commitment to our ‘Connectors’ but also to the stakeholders in that community. The core lesson we have learnt is that a longer-term involvement, from one Connector to the next, is crucial.’

Who are the key contacts?
Lisa Cunningham, Director of Community Investment & Business Connectors.
lisa.cunningham@bitc.org.uk
07789 396 374
Spending close to home pays dividends in Preston

What is the context?
The city of Preston is Lancashire’s administrative centre. Only a few years ago it was feeling the toothy bite of central government’s austerity measures, while also reeling from the associated withdrawal of a developer and their ambitious economic plans for the city.

In 2011, when Labour councillors and Cooperative Party councillors took control of Preston City Council, they quickly realised something needed to be done to shore up the local economy. They recognised the need for a systemic transformation.

The Centre for Local Economic Strategies, which was already developing local wealth building and progressive procurement strategies with other UK cities, was invited to work collaboratively with Preston to explore options for its economy.

What’s the story?
The CLES’s primary emphasis was upon changing minds and behaviours politically and in policy terms. The idea was to place less emphasis on cost alone and move towards a consideration of social value.

A CLES spokesperson said: ‘We have engaged senior stakeholders in each institution, undertaken spend analysis, advised on what needs to change in procurement processes, and reviewed progress. CLES has been at the heart of a collaborative movement with our approach shaped by our experiences and values.’

Derek Whyte, Assistant Chief Executive of Preston City Council, said: ‘By exploring how a change in the spend of existing anchors within the public economy could create a local economic dividend, our partners CLES analysed the top 300 suppliers for each of the anchors.

‘They identified over £1bn of annual procurement spend. However, we found that only a small proportion – five percent – was being spent in Preston, and 39 percent in wider Lancashire.

‘Over the course of the past four years, with the help of CLES, Preston City Council and each of the anchor institutions have shifted their processes and practices around procurement, so that in 2017 wealth is being harnessed more effectively for the benefit of the local economy.’

Today, across Preston’s anchor institutions, £128m – or 20.8 percent of spend – currently leaks out of the Lancashire economy. This compares to £457m – or 61 percent of spend – back in 2012/13.

Derek adds: ‘In terms of employment we estimate that the increase in Preston spend supports some 1,648 jobs, with the increase in Lancashire spend supporting some 4,500 jobs.’

Who are the key partners?
Preston City Council, CLES, and University of Central Lancashire, Lancashire County Council, Preston’s College, Cardinal Newman College, Lancashire Constabulary, Community Gateway Association.

What has been the impact?
There has been a sea-change in council policy and the authority’s approach to wealth generation. Since developing the Preston Model, public services now spend £74m...
more in Preston than they did in 2013, with £200m more being spent in Lancashire. That’s 18.2 percent of total spend taking place in Preston today, compared to five percent four years ago. Across Lancashire the total spend on local organisations has gone from 39 percent to 79.2 percent.

The anchor institutions involved in the research now have a greater affinity with the role they play in the local economy, creating a stronger democracy. They’ve also seen how their economic wealth has the power to impact positively upon residents.

There’s also been behavioural change with strategists and procurement practitioners. Preston has also been put on the map as a place of progressive local economic development. It’s also at the forefront of local wealth building work in a UK and European context. There have also been methodology innovations; with new ways of measuring spend, and the development of businesses and cooperatives.

The Preston Model also says something about the positive powers of collaboration. The project involved eight local anchor institutions and there was collaboration with 10 other EU cities engaged through the project’s Procure network.

The project has also led to The Preston Community Wealth Creation Initiative.

What have been the key elements of success?

Tamar Reay is Preston City Council’s Project Leader for Procurement.

‘We have been working with CLES for more than seven years and their involvement has been invaluable in providing both a critical eye and a practical solution to our ambitions for a more inclusive and alternative local economy.

‘Their recognised expertise, knowledge and professionalism has also been instrumental in the success of the European URBACT III Procure network to educate and share good practice in how procurement can create a good local economy. This collaboration has helped us to realise the emerging Preston Model and the continuing work around community wealth building.

And,’ she added, ‘they are very nice people to work with! ‘

What has been learned?

Since 2013, over £70m has been redirected back into the Preston economy with £200m invested into the Lancashire economy. Spending behaviour within public bodies has been transformed and new tools for a fairer economy have been developed. The Preston Model has received national attention from press, government and towns and cities up and down the country. It’s now helping to shape the narrative around what a new post-Brexit, devolved economy could look like.

Who are the key contacts?

Derek Whyte, Assistant Chief Executive, Preston City Council. d.whyte@preston.gov.uk 01772 903 430

What is the context?

The city of Preston is Lancashire’s administrative centre. Only a few years ago it was feeling the toothy bite of central government’s austerity measures, while also reeling from the associated withdrawal of a developer and their ambitious economic plans for the city.

In 2011, when Labour councillors and Cooperative Party councillors took control of Preston City Council, they quickly realised something needed to be done to shore up the local economy. They recognised the need for a systemic transformation. The good news was that councillors had heard of progressive procurement work taking place in Manchester. Further, members of the council had also attended a Centre for Local Economic Strategies’
session in London, where they saw a powerful presentation given by the grass roots Democracy Collaborative, from Cleveland, Ohio.

The local authority decided it needed to be bold and pursue a vision that reimagined the way in which economic development could be pursued. By drawing on learning produced from local wealth-building activities – taking place in the UK and in America – Preston council decided to challenge trickle-down economics, and instead put their focus on the potential for harnessing existing wealth within local public bodies. These public bodies, so-called anchor institutions, are the largest purchasers of goods and services in any given locality.

What’s the story?

Milton Keynes Council wanted communities to be involved in the programme from its outset. Ahead of the first consultation, stakeholders such as parish councils, residents’ associations and user groups were given twelve weeks’ notice of the debut event.

They started with a pilot community asset transfer scheme on five community assets: Green Park Community Centre, Stony Stratford Library, Simpson Village Hall, the Frank Moran Centre, and Downs Barn Pavilion and Sports Ground. The pilot scheme enabled the council to refine its approach to ensure that partners were engaged and informed ahead of each asset/consultation.

Each of the asset transfers went through a clear and transparent two-step process. This included assessment panels with ward and parish councillors and a delegated Cabinet decision with a five day call-in period. In addition to this, applicants needed to submit evidence that they had consulted users of the facility as part of their bid.

What have been the key elements of success?

Tamar Reay is Preston City Council’s The authority has learned that transfers can be delivered in a way in which they produce appropriate outcomes for residents and deliver much needed resources for the council.

Who are the key partners?

Preston City Council, CLES, and Milton Keynes Council, ward councillors, town councils, parish councils, community groups.

What has been the impact?

As a result of the asset transfers, residents have benefited from improvements to their facilities, such as repairs, refurbishment and investment in new uses. In some areas of Milton Keynes, community use of assets has increased by eight percent.

The CAT programme is expected to run for five years. Thirteen of the 50 community assets identified for the CAT programme had transferred to the community by the close of 2015. This saw the council deliver £200,000 of the £335,000 savings it had anticipated.

Most assets have been taken into the hands of parish and town councils, and management committees formed of local residents.

The programme, says the council, has proved to be an innovative ‘win-win’ for communities and Milton Keynes Council.

What has been learned?

There needs to be greater clarity in communications to the public. Especially to dispel the myth that large commercial organisations could acquire local assets. This is not the case. The council’s preference was that partnerships should be locally run and controlled, non-profit distributing, inclusive and democratic with a track record in running facilities for the community.

Since the pilot CAT programme, the council has included a pre-application checklist in order to give applicants the opportunity to submit a more robust bid.

It was also noted that the positives of the transfer scheme should be better communicated and an explanation of why the local authority reasoned a particular asset was ripe for community transfer.

A review of the CAT programme identified that there is a need for formal approval in the form of an assessment before an asset is considered for transfer and this was agreed via a Cabinet members’ decision in June 2015.
Another recent consideration and change in policy will be the provision of information and contact opportunities before a public session takes place. More detailed information on the property has historically been shared at stage two of the transfer process. Information is now made available on the web page in the lead up to the public session. This may include information on the financial details of the property, leaseholder information, restrictive covenants, condition surveys where available and red line plans of the areas on the transfer list.

Co-production of early years’ services in Queen’s Park

Asset-based commissioning involves a shift from market-based to community-based design and implementation. Queens Park is an interesting and successful example of both community asset development and fiscal devolution through the parish precept, a mechanism utilised throughout Local Government.

What is the context?

We believe that successful asset-based commissioning is highly tailored to context and this should determine what is needed and how best to make it happen. Ideas, projects and approaches that work in one area are unlikely to work elsewhere, without at least some tailoring. Communities have different asset bases, host different formal and informal local organisations and have different histories, traditions and culture. They also differ in terms whether they include individuals or groups with the vision, drive, skills and capacity to make asset based commissioning happen.

Queens Park ward is within the City of Westminster and has a population of 12,750. It is highly residential with 70 percent social housing and is one of London’s most deprived wards. Life expectancy is 19 years lower than in parts of Westminster that are less than two miles away. A majority of children in the area have English as an additional language and a high proportion of parents speak little English. There are high rates of transient populations and significant social isolation.

In 2011 Paddington Development Trust (PDT) prepared a proposal for Queen’s Park to be a Department for Communities and Local Government (DCLG) two-year neighbourhood community budget pilot which was launched in April 2012. Prior to DCLG, funding a number of developments had prepared the ward for neighbourhood level commissioning. Key amongst these being the Paddington Development Trust – a not-for-profit regeneration company and social enterprise with ten year’s experience of community organisation and development within Queen’s Park. Active citizens, facilitated by the Trust established Queen’s Park Forum in 2002 and after petitioning for Parish status in 2011/2012 established a Shadow Community Council in 2012. Following a Westminster-wide governance review and a local referendum that returned a 70% vote of support, a full Community Council was formed in 2014. Importantly, the powers of the Community Council (a form of Parish Council) include being able to raise its own

Who are the key contacts?

Sarah Gonsalves, Director of Policy, Insight and Communications at Milton Keynes Council, sarah.gonsalves@milton-keynes.gov.uk 01908 691 691

We would like to thank those writers who freely shared their research and thinking which informed our first text ‘Asset Based Commissioning, Better Outcomes, Better Value’ Field, R and Miller, C; Asset Based Commissioning, Better Outcomes, Better Value, Bournemouth University, www.ncpqsw.com/publications/asset-based-commissioning/

This case study is partly developed from the Public Service Transformation Academy’s original Queen’s Park Case Study, ‘Co-production of early Years’ Service in Queen’s Park’ and Neil Johnston, Chief Executive of the Paddington Trust, who provided additional material, insights and reflections.

The objectives for the Queen’s Park Early Year’s Project included changing and improving the future life chances of children at risk through early intervention, enabling a sustainable resident stake in children’s services and getting more from less by harnessing the strength of the community budget partnership together with the goodwill of residents and service providers.

**What system leaders did and how**

Central to achieving this aim was facilitating a whole-systems children’s centre, out of which a more flexible team would work alongside a growing cohort of active citizens. Led by PDT facilitators, this was to be achieved by:

- Physically co-locating and integrating health visiting and midwifery with the children’s centre to work alongside a growing cohort of active citizens.
- Recruiting volunteer Community Champions for delivering important messages to the community, principally around health and family. These were also involved in co-designing service changes, including conducting 500 interviews within the local community, actively signposting and linking parents into local services.
- Creating a network of Maternity Champions who were trained to support pregnant and new parents with babies up to one-year old.
- Supporting the establishment of a new local social enterprise ‘Creative Futures’ that created a new ‘Sounds Like Fun’ playgroup offering five drop-in sessions a week. These were co-hosted by the Maternity and Community Health Champions who welcomed new arrivals, signposted people to advice and support with the playgroup. This provided a friendly space for parents to meet and socialise and once a month the health visitor team provided advice and support.
- Producing a map of local facilities and goody bags. The map identified facilities available to parents and children in Queen’s Park and the ‘goody bags’ contained items selected by pregnant women and mothers with children under four years who had attended the new playgroup and drop-in sessions. The map and goody bags were produced by the Queen’s Park Co-Design Practice Group.

The way in which asset based commissioning is undertaken is as important as how it is done, which in Queen’s Park involved:

<table>
<thead>
<tr>
<th>Structures, processes and systems</th>
<th>Support, relationships and encouragement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convening a community meeting to discuss resident priorities. Particular concerns were voiced about gang violence and more broadly about the quality and availability of services and support for children and young people. Early years was chosen by residents as the focus of the neighbourhood community budget pilot.</td>
<td>Convening a community meeting to discuss the way in which asset based commissioning is undertaken. The University of Westminster Business School facilitating a series of workshops to enable residents to build their capacity and confidence to engage in the process of co-designing local services. Addressing organisational cultural differences between the services to cause suppliers to work better together and co-produce with residents.</td>
</tr>
<tr>
<td>Mapping local budgets and assets, assessing the feasibility of mutualisation and developing an overall business case, cost-benefit analysis and governance infrastructure.</td>
<td>The Tri-borough Public Health Team commissioning PDT to deliver a Community Health Champions Programme with the aim of improving health and wellbeing and tackling health inequalities through co-production with local residents.</td>
</tr>
<tr>
<td>Forming a Co-Design Practice Group involving a small group of residents in service co-design through planning and implementing an early year’s project. This group has now been subsumed by the QPCC.</td>
<td>Continuing support from Paddington Development Trust for community representatives to enable them to take on their new roles as co-producers and service suppliers.</td>
</tr>
<tr>
<td>Improving inter-agency communication and information technology.</td>
<td>Encouraging the local community to take on a greater commissioning role.</td>
</tr>
</tbody>
</table>

Despite the significant challenges facing the community, the Queen’s Park context was one which might be expected to support asset based commissioning. Coordinating local level structures, local residents with experience of successfully working together in pursuit of common goals, wider-area commitment and a degree of financial devolution are all very helpful to developing asset based practice. This was tested by the community adoption of the Queens Park Early Years Project voted by local residents to be the focus for the DCLG Neighbourhood Community Budget (re-named Our Place by DCLG).

**Objectives and intended outcomes**

The objectives for the Queen’s Park Early Year’s Project included changing and improving the future life chances of children at risk through early intervention, enabling a sustainable resident stake in children’s services and getting more from less by harnessing the strength of the community budget partnership together with the goodwill of residents and service providers.
Results
The tangible results from this project included:
- Co-location of health visiting, midwifery and the children’s centre
- Successful introduction of ‘Maternity champions’. An NCT evaluation in 2016 concluded that ‘the PDT Maternity Champions project has been successful in achieving its primary aim of recruiting and training five Maternity Champions to support parents from pregnancy up to the first year after birth’. It also included that ‘the support provided by Maternity Champions is valued by parents and contributes to improved access to postnatal support services and feelings of wellbeing.
- 14 local parents operating as Community Champions. An SROI analysis estimated £5.05 of social and economic value is generated for every £1 invested – of which at least £1.65 of care resource savings are potentially generated for the local authority, related to diabetes, improved mental well-being, community cohesion, and reduced isolation of families and older people. Community Champions now number over 20 volunteers.
- A new playgroup co-produced by Creative Futures, PDT and local residents running weekly drop-in sessions.
- A map of local facilities and goody bags
- Identification of, and outreach to, 328 infants that had not benefitted from available services.
- Originally designed for 1,020 it was projected that increased usage would reduce the unit costs of children’s centre services from £192 to £132 per child. However, subsequent austerity reductions have led to 50% cuts in local Children’s Centre services which has resulted in increased reliance on voluntary Maternity and Community Champions to target hard-to-reach families and create savings. Evaluation data suggests this has been successful where the SROI shows a 5:1 SROI.

In addition, there were a number of less tangible but also important results, including:
- Improved community assets and relationships.
- Improved relations between mainstream service suppliers (Public Health, WCC, CCGs) and the community resolving the historical difficulty of recruiting local volunteers.
- An enhanced capacity to meet the growing imperative for community co-commissioning and coproduction.

Compliance with principles of asset based practice and key characteristics of asset based commissioning

Asset based principles

All assets
The production of a map by community members and ‘goody bags’ are both consistent with the all assets principle. Both provide or make parents aware of everyday services, community facilities and things they will find useful. Both also drew upon the knowledge and experience of community members. The maternity champions have been important sources of child care advice alongside existing health visitors and midwives.

Citizen driven
The original decision to focus on early years was taken at an early community meeting. This together with significant reliance on volunteers, the production of the map and goody bags containing items judged by citizens as being useful to new parents are examples of citizen driven services and supports.

Strong, inclusive communities
Using community champions to reach out to parents who had previously not used the children’s centre brought together more parents and facilitated links to be formed. The work of the Community Council stimulated community activity and supported the successful recruiting of volunteers. Both align well with the strong, inclusive communities principle

Whole life
Enabling volunteering as a ladder to future employment rather than just focusing on the organisational concerns of children’s and health services are to an extent evidence of this principle in play.

Everyone
Health visiting and maternity support are essential universal services on which parents and children rely but which a sizeable proportion of local parents and children had not been accessing. The decision to co-locate and, to a degree, remodel the service via Maternity Champions illustrates how services originally designed for the average citizen can begin to be remodelled for everyone.
Key Features of Asset Based Commissioning

Focus on whole life and community outcomes and assets of people and communities

Aspects of the way the project was commissioned, and in turn, how it commissioned change, suggest a shift towards valuing the assets of people and communities as well as those of local social enterprise. The Queen’s Park Children and Wellbeing Commission comprised formal representation from mainstream agencies and commissioners and community participation and representation from PDT (which Chaired the Commission), the Chair of the Shadow QPCC and limited parental representation. Some individual and community assets may not have been fully utilised as Community and parental representatives did not have powers to shift mainstream budgets into the neighbourhood context. The terms of reference however clearly were designed to improve services and the skills and capacity of parents, volunteers and suppliers. Resource mapping and the involvement of community champions suggest that the assets of local people e.g. skills and knowledge and commitment were utilised.

Outcomes produced by people and communities

There is explicit recognition of the role that community run services and supporters, together with parents, play in improving the life chances of children. This is consistent with the perceptions of those that practice asset based commissioning hold, that outcomes are produced by people and communities in co-production with state organisations, and through self-help. Health visitors practice changed through attendance at community-based baby drop-ins; public health messaging and health advice was improved by utilising maternity and health community champions, for example by improving dental care and dietary awareness; and by improving reading and participatory activities in creative play.

People and communities as equal decision-makers

There was a focus on enabling more effective involvement of people and communities in decision-making. The Community Champion Coordinator was a member of the Children and Wellbeing Commission and it is evident that some of the views of citizens were considered e.g. regarding co-location and integration of services. However, mainstream commissioners retained control of their own decision-making and find it culturally and commercially difficult to switch from market driven unit-priced services to community-based provision. There may be scope to extend citizen involvement as equal decision makers through QPCC but entrenched market models make it difficult for citizens to have an equal say in all commissioning. People and communities as co-commissioners, fully engaged suppliers and system leadership.

The project involved people and communities more fully in commissioning decision-making than is commonly the case. Organisational suppliers were also involved in partnership discussions and increasing collaborative action between service suppliers became a major commissioning priority. The explicit aim was to develop a whole systems approach and enable the community to continue to play a sustainable role in co-commissioning outcomes. These changes all contribute to the shift in relationships required by asset based commissioning. As above there may be scope for greater citizen involvement in decision making at a community level.

Commissioning processes embed asset based principles, multi-level commissioning and new relationships

This project created new, or made use of existing commissioning processes to develop aspects of multi-level commissioning, which is an important feature of asset-based commissioning. Wide area commissioning took the form of a commitment by Westminster Council Children’s Services, Tri-borough Public Health and the Clinical Commissioning Group to commission locally based solutions. At a community level, the Co-Design Practice group provided space and opportunity for individuals to develop and progress ideas on behalf of the community. Community champions played a key role in surveying the views of the community and exercised influence via their direct link into the Children and Wellbeing Commission and QPCC. At the individual level the Community and Maternity Champions along with front-line organisational service suppliers made people aware of, and linked them into, services and supports. Collaborative commissioning was adopted by third sector organisations (PDT, Creative Futures), and developed through commissioning processes and local partnerships arrangements, bringing together a range of organisational stakeholders including local authority children’s services, midwifery, community health, the CCG, children and family centre providers.

Proactive use of all assets of people, communities and organisations

Developments that moved in the direction of stimulating and reshaping the assets and actions of people and communities as well as organisations took several forms. Enabling organisational cultural change was central to achieving agreement to co-locate services and enabling the children’s centre, health visitors and midwifery staff work to work together as a multi-skilled team. The initial study and further work by the Paddington Development Trust enabled Community Council members.
and other local people to develop their roles as co-commissioners. For example, by commissioning Westminster University to provide local people who had no previous experience of commissioning with facilitation to develop their skills and knowledge. The Co-Design Group also provided further supportive space for putting ideas into action.

Objectives

A number of lessons arise from this case;

Aspects of the context within which the Early Years Project was developed were conducive to an asset based approach

- All five of the asset based principles can be seen in practice at Queen’s Park
- Most of the features of asset based commissioning can be seen in the Queen’s Park example. Extending the involvement of citizens through existing community assets (QPCC, Champions, PDT, Creative Futures) would potentially increase the extent to which they direct and produce outcomes, are equal decision makers and truly co-commissioners
- Having the ability to precept a neighbourhood budget has empowered residents and given the community confident to question and challenge mainstream organisations. As a result, the power relationship is likely to be more balanced.
- Identifying and valuing the costs and benefits arising from a project such as Queen’s Park is challenging.

Concluding comments

Asset based commissioning brings together two complementary developments, asset based practice and commissioning. There is evidence that the five principles that underpin asset based practice are being observed in Queen’s Park and that practice is clearly moving in the direction of asset based commissioning, yet aspects of this could be developed further. Like any major transition, the change from conventional to full blown asset-based commissioning will not be achieved in one great leap. Much of the change will be achieved through a continual process that involves reshaping decision-making and working relationships, budget devolution, organisational culture-change and collaborative leadership. The developments made in commissioning in Queen’s Park are therefore both important in their own right and, should there be a future wish to do so, are stepping-stones to making the full scale shift from conventional to asset-based commissioning.

Readers are invited to reflect on the extent to which their context is conducive to asset based commissioning and how this might affect any approach to move in this direction.

When being affordable is a community effort – community housing

- The Housing Commission on Community-Led Housing published its report, ‘Community-Led Housing: a Key Role for Local Authorities’. Set up by the Co-operative Councils’ Innovation Network as a policy lab and led by Croydon Council, its practical approach is aimed at promoting good practice and innovation to enable councils to work with communities to generate more affordable housing and make best use of government funding for community-led housing (CLH)

What is the context?

The housing market is failing to meet the needs of local communities. The symptoms of failure vary according to the characteristics of the local housing market. In areas experiencing pressing housing need – the South East in particular – rising house prices and private rents, difficulties in accessing mortgages and raising deposits and welfare changes, are placing decent homes out of reach of families on average salaries, landlord repossessions have become the biggest cause of homelessness, and rough sleeping is increasing. In other areas economic contraction, migration and demographic change have led to low demand for social housing and stagnating housing markets blighted by empty homes and stuck in a cycle of disinvestment and decline.

Housing supply has lagged behind demand created by population increase for many years. Land

Public service: state of transformation  2018 Report from the public service transformation academy  41
supply, planning policy and capacity within the construction sector are often cited as major barriers to increased housing delivery. However, reforms in these areas have had a limited impact, and some are accused of further fuelling house price inflation. We need new approaches to meet the housing needs of local communities that involve community resources and commitment as part of the solution.

The publication of the Housing Commission report and case studies has been timely because the Ministry of Housing, Communities and Local Government is shortly due to publish the prospectus for the next phase of the £240m Community Housing Fund in England. This Fund is providing £60m a year over three years for local community groups, registered providers and local authorities to support community-led housing (CLH). Funding for CLH is also provided by the Welsh and Scottish governments.

While there are several reports on CLH and case studies, there was no report focusing in particular on the role of local authorities. Existing case studies tend to focus on individual CLH schemes rather than on the contribution they can make to local housing strategies.

Many local authorities are unfamiliar with CLH. Some consider such schemes to be a luxury, requiring a lot of officer input in return for relatively few new homes, when they need to build or enable large-scale developments to tackle huge housing demand and reduce spending on temporary accommodation for homeless households.

What’s the story?
The Housing Commission on Community-Led Housing was set up by CCIN as a policy lab and led by Croydon Council to spread good practice to encourage and enable local authorities to engage with community-led housing initiatives that generate affordable housing and meet housing need. The emphasis was on adopting a practical rather than a theoretical approach and enabling councils to make best use of government funding for CLH.

The Commissioners included representatives of local authorities (Cardiff Council, Croydon Council, Oldham Metropolitan Borough Council and Rochdale Borough Council), campaigning and support organisations, policy experts and leaders of community-led organisations. They were appointed to ensure that the Housing Commission reflected a broad set of requirements, specifically:
- To ensure a good cross section of sectors and community groups;
- To provide a good geographical spread of representation to reflect the nuances and needs from different regions;
- Ensuring cutting edge, front line and specialist expertise.

As part of the development of the work, the Housing Commission led on several successful engagement events that were critical in shaping the focus of the work of the Housing Commission and its final report. These Evidence Sessions took place in Rochdale and London. This was essential in ensuring a fair approach to engagement and recognition of North/South issues and priorities, in line with the CCIN Values and Principles. Interim reports were produced after each evidence session.

A significant volume of evidence was gathered from both sessions and this contributed to an additional body of evidence, which was gathered from a later call for evidence to local authorities across England, Scotland and Wales.

To promote the work of the project a dedicated website was established, which aimed to promote the work and raise awareness (www.ccinhousing.co.uk).

In January 2018, the Commission published its report, ‘Community-Led Housing: a Key Role for Local Authorities’.

Written from the local authorities’ point of view, the report argues that CLH should be ‘added to the strategic mix’ to increase the supply of homes that local people can afford. Different solutions are required for different markets, but CLH can make a contribution, whether through new build homes, returning empty properties to use or introducing CLH into the management of existing homes. The report provides an introduction to CLH and how it comes into being including funding available. It sets out how CLH can help local authorities achieve their strategic priorities and bring resources into the area, and gives examples of how authorities can enable or support it. It also provides sources of further guidance and contacts in local authorities.

Twelve detailed local authority case studies set out how and why a council is supporting CLH, who it is working with, and give examples of homes created in their area. Authorities featured are from England, Wales and Scotland, and include urban and rural areas of both high and low housing demand.

The report is available at www.ccinhousing.co.uk and case studies at http://www.ccinhousing.co.uk/case-studies/

Who are the key partners?
The Housing Commissioners were
- Cllr Jamie Audsley – Croydon Council
- Nic Bliss, Head of Policy, Confederation of Co-operative Housing
- Donna Bowler, Assistant Director – Place, Rochdale BC
- Paul Chatterton, LILAC (Low Impact Living Affordable Community)
- Jon Fitzmaurice OBE, Director, Self-Help Housing Network
What has been the impact?

The report has been welcomed by the Ministry of Housing Communities and Local Government as an impressive ad useful piece of work and CLH support organisations such as the National CLT Network, Confederation of Co-operative Housing and Self-Help Housing Network consider that it will be helpful in furthering their work.

The report has generated interest amount local authorities at recent conferences on community-led housing. The full impact will become clear in time and once the prospectus of the next phase of the MHCLH’s Community Housing Fund is published.

What has been the key elements of success?

Tamar Reay is Preston City Council’s The authority has learned that transfers can be delivered in a way in which they produce appropriate outcomes for residents and deliver much needed resources for the council.

The CAT programme, it believes, meets a demonstrable local community need and contributes to community empowerment. The asset or the value of the asset is protected and preserved for continuing community benefit.

A council spokesperson said: ‘The programme is a mutually beneficial, simple, proportionate and flexible process. It is governed to ensure the applicant organisations are locally controlled, open to everyone, democratic and accountable. Applicants can prove their skills and experience, and long term sustainability through a business plan.’

What has been learned?

The Housing Commission found that:

1. Good work is being done on the ground by councils: the Commission has gathered examples and provided practical information to enable councils to support CLH. However other authorities are unaware of CLH or lack the knowledge or resources to support it.

2. Authorities in both high and low housing demand areas,
and urban and rural areas are supporting/enabling CLH, as it helps them achieve their strategic priorities in four areas:

a. improving housing supply and providing permanently affordable housing; CLH wins support for residential development as it is for local people and permanently affordable
b. regenerating neighbourhoods and returning empty homes to use;
c. empowering communities to become more sustainable, viable and self-reliant
d. involving residents in addressing housing need.

3. CLH can bring resources into the area through:
   - their own loan finance, fundraising and labour
   - a social return through their use of local labour and local supply chains
   - increasing confidence in the local area and attracting further investment, and enabling employers to recruit and retain their workforce, in effect acting as an agent for economic growth.

4. Some areas have ambitions to scale up CLH: Bristol Council is aiming for 300-500 homes in 5 years; Leeds Community Homes aspires to create 1000 homes in 10 years.

5. The provision of clear guidance on social value for local authorities considering asset disposal at below market value would encourage more authorities to support CLH and scale it up.

6. The MHCLG £180m Community Housing Fund has enabled some English authorities to support CLH for the first time through its round 1 allocations. The Government is urged to extend this support to build on achievements so far over the next two rounds of funding for 2018/9 and 2019/20. The lack of resources and government grant has prevented some other councils from continuing to support CLH at scale.

Factors Underpinning Support For Community Led Housing

The support authorities give to CLH varies greatly, depending on their local circumstances and priorities. It is definitely not a case of ‘one size fitting all’. Local authorities can enable CLH through policy and/or support it with resources.

Policy

1. Leadership
   Ideally this would include both a political champion with the ambition to support CLH and an officer champion to link up the ambition with the authority’s strategy and processes across the organisation.

2. A policy environment supportive of CLH
   Aligning planning, corporate asset management and housing policies can create opportunities for CLH schemes. Housing policies that enable CLH would include a housing strategy that includes CLH schemes as part of its approach to affordable housing delivery; an empty property strategy that includes CLH resources to tackle empty homes; and an allocations policy that identifies potential CLH residents from households in housing need.

3. Land made available through planning policy
   A review of sites can assess their suitability for CLH and the local plan can make provision for CLH schemes. Planning policy can allow development on rural exception sites with the presumption that it is to be community-led, and a supplementary planning document can set out clearly what is required of CLH projects in order to increase the chances of their obtaining planning permission.

Resources

4. Council assets provided through sale or asset transfer
   Authorities may identify small sites not appealing to larger developers. Leasing for a nominal fee increases the CLH organisation’s asset base, enabling it to borrow more resources for the project. Some authorities in low demand areas transfer empty properties at nil or discounted value to CLH groups in order to regenerate a neighbourhood.

Sales at less than best consideration are possible under certain conditions where the disposal is likely to contribute to economic, social or environmental wellbeing and the undervalue is less than £2m. Even if an authority cannot dispose of an asset at a discounted value, offering a deferred payment arrangement or an exclusive option to buy for one year could enable a group to raise the loan. If a site is designated for affordable housing, the CLH group may be able to afford the market value.

5. Funding by local authorities
   Some authorities fund CLH by using sources such as Right to Buy receipts, prudential borrowing, second homes Council Tax, commuted section 106 sums and the New Homes Bonus. The Community Housing Fund has enabled some English authorities to support CLH for the first time. The Welsh Government co-operative housing programme includes revenue funding to develop 19 pilot CLH schemes, delivered through Welsh Cooperative Centre.

Revenue funding includes start up grants to meet the costs of constituting a group, and revolving loans funds for pre-development costs, as well as support for fundraising. Capital funding includes grants and revolving loans to support the costs of purchase or site remediation and construction or property refurbishment. A revolving loan provides up-front capital to buy sites and reduce the risk to groups. Loans are repaid as the new homes are sold or transferred.

6. Enabling support
   Depending on the expertise of its members or staff, CLH schemes will
need support and advice through the five stages of a project: forming the group; securing a site; planning, designing and financing the scheme; building; and managing the completed homes. Enabling support can be provided by a local authority or through a national or regional CLH support organisation. Some authorities have helped to set up CLH enablers or umbrella CLTs and subsequently worked in partnership with them.

Authorities support CLH through partnership work. They connect new community groups with more experienced ones or with a local housing association committed to developing CLH schemes. One district council has set up a development company to provide an experienced partner for CLH groups. Councils also facilitate the exchange of information on potential development sites or empty homes. They provide guidance on the planning process and support funding bids. Some raise awareness of CLH in the community to foster the development of new CLH groups.

Who are the key contacts?

Section 6 of the report ‘Where you can get help’ lists the contacts in each of the case study authorities as well as the websites of national CLH support organisations and regional support for CLH.

John Montes, Senior Corporate Strategy Officer – Croydon Council
john.montes@croydon.gov.uk
Tel: 020 8726 6000 ext. 61613

Collaborative working

Ringing the changes in Braunstone blue light services

- Blue light services had biggest demand in one small pocket of Leicester
- Empirical approach to problem solving saw multi-agency team engage with residents
- Community reports greater wellbeing since launch of the Braunstone Blues initiative
- Reduction in number of phone calls made to the police and fire service

What is the context?

The housing market is failing to meet The Braunstone Estate in Leicester has long had a reputation for deprivation. With poor health and high unemployment now a generational tradition, its use of the city’s emergency services has been increasing year on year. On average, there are 15 emergency calls a day from a population of around 15,700. Braunstone, despite its small size, has the highest demand of any area in all of Leicester, Leicestershire and Rutland.

Braunstone Blues is a project that works on the knowledge the people who were repeatedly ringing 999 were likely to share or face similar underlying difficulties or issues.

Uniting staff from Leicestershire Fire and Rescue Service, Leicestershire Police and East Midlands Ambulance Service, the team had the aim of improving conditions for residents while reducing the demand on their resources.

What’s the story?

When launched in May 2015, the partnership’s first step was to knock on doors in the locality and speak to the people using their services. It was here they shared information on how to be healthy, safe and secure. Where appropriate, residents were directed to other services and organisations for help and support. The 30-minute meetings looked at home security, vehicle security, home safety, fire safety, child safety and health and wellbeing.

Edd Rodgers is the Braunstone Blues team leader: ‘During the sessions, we identify any barriers in their lives that are affecting them, such as mental health, financial problems or lack of aspirations, and we look at how they can overcome these barriers. We encourage residents to feel more positive and to take control of their lives by helping them to make decisions and by increasing their self-confidence.’

In the three years it’s been running the Braunstone Blues team has made 2,637 home visits and delivered extensive community activities, uniting users with volunteering opportunities and local organisations. Braunstone Blues, based at the estate’s primary school, has actively set out to foster a greater sense of community in Braunstone.
In June 2017, the team introduced Life Skills, a workshop developed by psychologists to help people make better informed decisions and take control of their lives.

Who are the key partners?
Leicestershire Fire and Rescue Service, Leicestershire Police, East Midlands Ambulance Service, Leicester City Clinical Commissioning Group and B-Inspired, a Braunstone voluntary group and Leicester City Council.

What has been the impact?
There has been a marked decrease in the number of 999 calls being made to the police and fire service from Braunstone. The numbers are currently being audited. However, there has been an increase in the number of calls being made to the ambulance service, although more of these calls are being filtered through the non-emergency 101 service.

Further, Braunstone’s residents have reported feeling safer, healthier and happier. Life Skills’ users said the sessions had made a difference to their lives and community, with 94 percent saying they felt better able to cope. Of the attendees, 85 percent said they could now change their community for the better, compared to just 52 percent pre-intervention.

Since 2015, Braunstone Blues has fitted 600 smoke alarms, 200 window and shed alarms and conducted 550 health checks. Braunstone was amongst the highest demand areas.

This work saw them become winners of the Emergency Services Partnership of the Year Award 2016 and winners of the High Sheriff of Leicestershire Award 2017 for Innovative Partnership Working.

What have been the key elements of success?
The huge community response has been generated, at least in part, by having a multi-skilled and dedicated team in one building within the estate, being both visible and approachable.

The ability to share information between partners – the blue light services, charities, support groups, the local authority – has built an informed picture of local demand for 999 services. It has helped local providers identify and help Braunstone’s most vulnerable people.

What has been learned?
The multi-disciplinary team has seen that engaging with individuals at a personal level works better than wider awareness campaigning. When interactions are more personal they are more meaningful to residents. The increased service presence has made people feel safer and more valued within the estate.

Also, when services work together it allows for appropriate resources to be identified at an earlier stage, helping individuals avoid the need or urge to ring 999.

Who are the key contacts?
Edd Rodgers, Braunstone Blues Team Leader, edward.rodgers@lfrs.org, 07800 709 802.

Jessica Essex, Braunstone Blues’ Communications Officer jessica.essex@lfrs.org, 07966 111 273

‘What do they know of cricket who only cricket know?’

Why commissioners should stop commissioning and start collaborating – Citizen Commissioners in Sutton

- Commissioners don’t have all the answers and cannot work alone
- You may not always save money but you can avoid costs
- Local people will engage but it must be worth their while – and not what you think is worth their while

What is the context?
Sutton Council has been on a journey. We’ve gone from services supplied by the council to services of mixed provision. In 2011, our members agreed to a values-based and value-focused commissioning approach. At its heart, it encourages officers to seek the best return on public money, instead of the cheapest option. Our earliest innovations in commissioning began in the mid noughties in adult social care. The reason was to improve conditions for vulnerable adults with learning disabilities and to meet a local need to shut one of the last long stay hospitals in Britain.
This case study aims to show that commissioning skills honed in this period have developed into an organisational approach – an approach which could soon be borough-wide, and which centralises residents, with clear evidence why and the impact of doing so.

What’s the story?
A shamelessly personal reflection now. I started working in adult learning disabilities over a decade ago. I worked in respite, residential and day care and eventually managed services. Around this time the Valuing People Support Team was working to improve our clients’ lives.

One of the dichotomies I struggled with then was the fact people coming into the service were adult, with associated rights and responsibilities, yet the service was shaped for their families. Which is not necessarily a problem, although one situation remains with me: the evening I took a group of adults to the pub. One person got drunk and had a good time. Their family, however, was deeply unimpressed. They felt I had allowed that adult to make a bad choice.

I may not have a perfect answer to this one but, for me, it was more important to respect that person’s right to make a choice, and then to support it. After all, it was neither a health risk, nor an issue about previous abstinence. It was about quantity. From then, I began challenging why services were the way were. For example, respite is about giving carers a break, but it’s the cared for who leave their homes. I still do not really understand why that is fair.

Fast forward to 2011, and I was managing a project to turn the local authority into a commissioning council. Members were clear: this didn’t mean outsourcing only, or cheapest wins. It meant having a robust, evidence-based approach to select the best option. So, if the commissioning process is integral to our decision making, and, therefore, what our residents receive, there was little doubt that to change our relationship with residents, we needed a commissioning framework that enabled collaboration. At the time, we had some tough decisions to make about our children’s services, and so we agreed to train some young people in the art of commissioning and, in some ways, let them loose within our commissioning team.

Yes, their expectations had to be managed and no, they could not have actual money to spend, but the first principle was that their view was as valid, if not more so, than the paid staff.

The council paid for a young cohort to be given accredited training in commissioning, while each committed to one project. We linked them up with commissioners from the council and let them choose their work. They chose public health, regeneration of a local park and services for looked after children, among other projects.

We had those young people, plus others trained later, designing surveys, canvassing hard-to-reach groups, connecting stakeholders, presenting at market consultation events, helping to set method statements, contributing to specifications, taking part in tender evaluations and monitoring performance. And they spotted when we missed things, too. I remember being in a room talking about healthy eating and obesity, with lots of experts who spent over an hour on the topic, only for the young commissioner in the room to point out that, at her college, the biggest problem was among young men undereating. We checked, she was correct, and we changed the specification.

Members could see the value of this community-led approach. So we tendered for a provider to run a project that would support Citizen Commissioners of any age from 12 upwards, train them, and incorporate the group of young people already hard at work.

Our local volunteer centre won the contract and we now have about 115 local people trained and a core who are regularly active and others who do more ad-hoc projects. They’ve been achieving a lot. From working on the sexual health website consultation, the Sutton Young People Survey, E-Safety feedback, Sutton Recycling Campaign, the Make Your Mark project and the recommissioning of looked after children placements. And they’ve recently undertaken a huge piece of work which is part of the Sutton Plan.

And that is where we are today. Not everyone we have trained has fulfilled their side of the deal, often for perfectly legitimate reasons, but those that have are amazing people who have gone over and above what we asked – and proven beyond doubt the value of opening commissioning to local people. Every time I meet one of them, it holds me to account as an investor of public money, and in a way that submitting reports and being dragged into the boss’s office never can.

Who are the key partners?
The Volunteer Centre Sutton and Sutton Council.

What has been the impact?
The completion of more than a hundred commissioning projects, the development of ongoing relationships between 37 local organisations and public-sector agencies, and the solid engagement of 520 Sutton residents. And much more besides.
What have been the key elements of success?
You’ve got to take a positive approach to risk across all tiers of the council. The expertise of our volunteer centre was vital, as was having enthusiastic young people in the first cohort who were appropriately trained. Striking a balance was crucial: volunteers simply needed to know their involvement would be meaningful, not a direct influence.

Also, the £20,000 for the launch was integral, as was a good choice of commissioning projects. Procurement is not a barrier to full contribution from locals and it’s not the commissioner’s job to decide upon engaging locals, it’s theirs. Finally, if you get something wrong admit it, learn from it and move on.

What is the context?
Back in the 1990s, increasing numbers of people suffering cut faces, broken jaws and fractured cheekbones were turning up at accident and emergency departments across the UK. Jonathan Shepherd, a Cardiff University professor and maxillofacial surgeon, was treating these patients in the Welsh capital. He discovered that most of this violence wasn’t known to the police – mainly because injured people weren’t reporting these offences. With a bird’s eye view of the situation, he determined that something needed to be done.

Research Group and its prevention arm, the Cardiff Violence Prevention Board. The latter group was a prototype Safety Partnership, and now acts as a blueprint in the Crime and Disorder Act.

The Violence and Society Group developed the Cardiff Model, an entirely new way of preventing violence based on information from emergency health services as well as police intelligence.

Data collection begins with receptionists at accident and emergency departments recording precise violence locations and weapon types from the people injured in violence. This information is anonymised and the data from hospitals is shared with the police and local authorities. This information is then combined with police data to inform violence prevention strategy and tactics. Crucially, the city violence prevention board at the centre of the Cardiff Model, translates the combined information into practical prevention.

What’s the story?
To study violence from a health perspective and prevent it more effectively, Professor Shepherd founded the Violence and Society

What has been learned?
If you trust people’s good nature you learn new things, possibly before they become problematic. Also, do not expect people to take part in commissioning without making clear what is involved. Allow people to experience the whole commissioning cycle, or repeat aspects with different projects. Procurement is not a barrier to full contribution from locals and it’s not the commissioner’s job to decide upon engaging locals, it’s theirs. Finally, if you get something wrong admit it, learn from it and move on.

Who are the key contacts?
Tom Alexander, Head of Strategic Business, Commissioning & Governance, London Borough of Sutton

tom.alexander@sutton.gov.uk
020 8770 4522

‘It’s a simple process – the best ideas always are’
- reducing violence in Cardiff through collaboration

- The police had scarce data on violence which resulted in emergency treatment
- Collaboration between medicine, local government and police proved to be a breakthrough
-The Cardiff Model has made and continues to make the world a safer place
- Polycarbonate pint glasses, street pedestrianisation and real time CCTV among prevention methods

What have been the key elements of success?
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Who are the key partners?
Cardiff University’s Violence and Society Research Group, and the Cardiff Violence Prevention Board which comprises Cardiff County Council, South Wales Police, the University Hospital of Wales and the third sector organisation the Street Pastors

What has been the impact?
The Cardiff Model saw the halving of violence related admissions at the Emergency Department at the University Hospital of Wales between 2002 and 2013. Violent incidents recorded by the police dropped by 42 percent, compared
with cities where the Cardiff Model was not in use. Violent incidents in licensed premises fell by 39 percent.

The Cardiff Violence Prevention Board introduced a number of new measures – all with a strong evidence base, including thorough evaluations carried out by the Violence and Society Research Group. Among them was the introduction of toughened, polycarbonate drinking glasses – now a nationwide phenomenon. There was also the pedestrianisation of Cardiff’s club land streets. Plus the identification and support of people injured in domestic violence. There was also the deployment of street CCTV cameras to violence hotspots identified from the data, as well as improved alcohol licence regulation, and interventions in city parks and Cardiff schools to increase child safeguarding.

In 2008, the Cardiff Model was adopted by the UK Government in its new alcohol strategy Safe Sensible Social. It has also been embraced as good practice by the Royal College of Emergency Medicine. By 2012, two thirds of UK hospital emergency departments and Community Safety Partnerships had taken steps to adopt this approach.

In 2016, the UK government commitment to the Cardiff Model, often referred to as Information Sharing to Tackle Violence (ISTV), was reiterated in its Modern Crime Prevention strategy. In 2018, this became part of the new Serious Violence Strategy.

In Cardiff, there have been almost 1,000 fewer hospital admissions following violence between 2002 and 2016 and around 65,000 fewer violence related A&E attendances.

Professor Shepherd said: ‘As a surgeon myself, clearly that’s fantastic news as it saves so much pain and suffering and it’s very costly to deal with 65,000 people who are injured, especially when most of this happens at nights and weekends when most health services are stretched.’

Since its success in Wales, England and Scotland, the Cardiff Model has also been implemented in cities in the United States, Australia, the Netherlands and South Africa. The first international interest came from Amsterdam in 2009 and was followed by enquiries from the federal public health agency in the United States and researchers and doctors in Atlanta, Philadelphia and Milwaukee.

The Cardiff Model won Cardiff University the 2009 Queen’s Anniversary Prize, and Professor Shepherd the 2008 Stockholm Prize in Criminology and the 2003 Sellin-Glueck Award of the American Criminology Society. It’s also been endorsed by the World Health Organisation and presented at the United Nations’ Office for Drugs and Crime.

As well as improvements to people’s safety, the Cardiff Model has substantially reduced the cost of violence for health services and it’s also heavily reduced the cost of violence to the criminal justice system.

Finally, there’s been a marked decrease in violence in premises licensed to serve alcohol.

What have been the key elements of success?

Information sharing between emergency health services, the police and local authorities proved to be the first step on the road to more effective violence prevention.

Professor Shepherd said: ‘It is a simple process but those are the best ideas, but it certainly wasn’t obvious before when we discovered that the police don’t know about a whole lot of violence which results in emergency treatment.

‘First it’s collecting information in accident and emergency departments about precisely where people are getting injured, which street location, which school, which park, which licensed premises, which weapon was used and times and date,’ he added.

‘The second element is the anonymisation and analysis of that information. So it’s not about sharing information about individual patients with local authorities and the police.

‘The third element of the Cardiff Model is a violence prevention board which brings people together from police, health, local authorities and voluntary sector to turn this unique information into practical prevention action.’

What has been learned?

Prevention is most definitely better than cure. The underlying strengths of prevention rely on collecting data and then sharing that data with specific bodies brought together in a board which is ambitious and accountable for violence prevention.

The Cardiff Model is not about treating people with an expensive new drug or a technological piece of surgical kit. It’s about sharing information and then acting upon that information.

Professor Shepherd said: ‘That can be done in a town in a poor country just as much as in a western country. I think it’s relevant pretty much everywhere, but it’s particularly relevant where violence rates are high – the model is making the UK a safe place rather than in South American countries, and in African countries, for example.’

Who are the key contacts?

Professor Jonathan Shepherd, Director of the Cardiff University Violence Research Board, Crime and Security Research Institute shepherdjp@cardiff.ac.uk 02920 875 440
What is the context?

In the Bailiwick of Guernsey people live longer and enjoy healthier lives than their English counterparts. While there are concerns over cancer, obesity, alcohol consumption and, increasingly, dementia, we know our current system of healthcare cannot sustain our ageing population. We won’t be able to provide the current service, the workforce or the finances in the future. Why? The majority of Guernsey’s population will be dependent, meaning they won’t be working or paying taxes. Moreover, the Bailiwick of Guernsey is predicted to have one of the highest dependency ratios of the developed world.

Over the years, our health and care services have grown organically and become fragmented. The system is reactive to demand, access is inconsistent, and there is limited accountability when patients are managed by various health and care providers.

Patients are able to access public and private services, but the system itself encourages less suitable and more costly treatments. For example, a patient referred to a specialist physician in hospital can be better placed to see a community based professional closer to home, with equal or better outcomes.

Our reliance on reactive health and care fails to address prevention, health promotion or supporting the self-management of conditions, reducing the need and cost of services. With forecasters predicting 46% of all health and care services deployed through hospitals by 2027, it means we need to act now.

The islands’ government provides all the public services of central and local government, except for defence – and for 63,000 not 65,000,000. We have all the complexity but none of the scale. Advantages include having our public sector health and care providers in the same government department. And getting key people together in the same room more easily.

However, managing this complexity cost effectively and sustainably on such a small scale is a real challenge.

What’s the story?

The transformation programme’s first phase saw council officers, care providers and professionals, charities, volunteers and the community meet together. In a series of activities, we examined what a ‘good system’ of health and care in the Bailiwick would represent. Together, we forged ten key principles. We recognised that user-centred care, fair access to care, and clearer boundaries for proportionate governance and regulation were vital. As was direct access to services which allows for self-referral where appropriate. Effective community care; where patients receive improved out-of-hospital care closer to home; plus a way to measure and monitor the impact of interventions on health outcomes, patient safety and patient experience, were also important.

To do all this we had to recognise our partnership’s individual strengths – public, private or voluntary – and ensure patients could access the correct provider. And we needed to support staff working collaboratively by focusing on outcomes.

First of our principles was the belief that prevention is better than cure. To make real and lasting change we needed to support islanders to live happy and consistently healthy lives. These principles have now been used to develop our model for health and care. It also means we need to learn new and innovative ways to engage and co-create with our partners and the islands’ communities. We also require new ways to approach health and care funding, the design and delivery of services, while enabling everyone to live healthy, independent lives.
Who are the key partners?
The transformation involves public sector health and care providers, public sector bodies involved in funding, current private providers, including the islands’ GP practices, and the private sector partners in our secondary care system. Plus voluntary and third sector suppliers and community groups.

What has been the impact?
It’s early days, but the proposals have been positively received and provide a clear commitment from government.

They have also created a sense of momentum and expectation, with strong support from existing partners and the wider third and voluntary sectors.

What have been the key elements of success?
So far, it’s the openness and transparency about the case for change, while addressing the problems we face and why we need to fix them. It’s also about listening to staff, service users and partners; understanding their perspective, aspirations and concerns. Also, our early success is based on keeping it simple. Although the system is complex, with many thorny problems, the Partnership of Purpose is relatively simple and easy to explain and visualise.

What has been learned?
It’s clear there will be challenges. We all need to work on trust to forge new relationships. There’s a need to design user-centred services to promote independence and reduce demand, and to change the current culture and mindset of service provision. We also need to support our voluntary and not for profit suppliers to align their services with overall commissioning goals.

Who are the key contacts?
Mark de Garis, Chief Secretary of the Committee for Health and Social Care.
Matt Jones, Senior Operating Officer, Health and Social Care.
Eddie Pinkard, Director of Transformation, States of Guernsey: eddie.pinkard@gov.gg

New models of commissioning and governance

Ticket to ride: getting Jersey back on the buses

- Almost as many cars as people’: making bus travel viable to motorists
- Profit share contract to keep commissioner and provider on target
- Wheels in motion: St Helier’s incredible 41 percent increase in bus ridership
- When objectives align – the benefits of partnering a social enterprise

What is the context?
Jersey is a British Crown Dependency and the largest of the Channel Islands. With a population of 100,800 and, with 70,429 registered vehicles, it has almost as many cars as people – as many as there are adults. This has led to a significant issue with congestion, particularly around St Helier in peak time.

In 2010, Jersey’s new sustainable transport policy recognised action was needed, and called for a significant increase in bus ridership, creating the need for a new model. At that time, bus ridership in Jersey – and across the UK – was in decline, with the service not viewed as a credible alternative to the car.

With the current bus operator contract up for renewal, Jersey began an in-depth procurement process to find not just a contractor for their bus service, but a genuine partner. This process led to HCT Group winning the contract. In January 2013, Jersey launched the new bus service under the brand LibertyBus.
What’s the story?

The States of Jersey had ambitious objectives when they commissioned their new bus operator to create a new public transport network. They were looking for a partner to work with them to grow ridership, reduce subsidy and create a bus network the island could be proud of for residents and visitors. Each step they took in the procurement process was in creating such a partnership. The States’ commissioners held an extensive pre-tender consultation, with a range of stakeholders and market participants. This was to gain an insight into what might be possible, but also to ‘set out their stall’ – signalling to the market the sort of working relationship they were anticipating.

Having selected a range of potential bidders via a Pre-Qualification Questionnaire, the tendering process and eventual contract applied a huge array of measures to facilitate a successful partnership. The most significant of these was a profit share scheme carefully constructed to align the interests of the commissioner and the operator.

The contract was let on a minimum subsidy basis. This limited the potential cost to the States and allowed the operator to keep the fare revenue, a powerful operator incentive to grow ridership. Yet, after a certain level, profits would be shared with the States, encouraging them to take positive, pro-bus steps. The money would also be ring-fenced for reinvestment in transport infrastructure: building bus stops, reducing car parking and so on. This would then lead to greater operator profits, and to a larger share for the States, creating a virtuous circle in which operator and commissioner are incentivised to want the same things.

Further, the contract was also let over a long period, so the successful bidder could invest in new vehicles. However, to ensure contractor motivation throughout, a clear set of target driven contract extensions were included and focussed heavily on performance mid-period to avoid complacency.

Trust is an essential component of any such partnership. It’s one of the reasons that HCT Group, a transport social enterprise, was successful during the tender process. In addition to competitive pricing and high quality, it was clear to the commissioners a social enterprise was likely to share their values and objectives.

The notion of trust was also reinforced contractually – not just through the relatively commonplace use of open book accounting to calculate profit share, but through open data. The States of Jersey maintains a login for the networks ticketing and performance systems, so contract performance can be monitored in real time.

Trust was also a factor for the broader stakeholders in Jersey. The local community strongly felt the bus service was of low quality and not run in their interest. The States sought an operator with a track record in community engagement, community-led design and customer service. This enabled a social enterprise operator such as HCT Group to play to their strengths, combining operational excellence with a social mission.

Who are the key partners?

The States of Jersey Department for Infrastructure, HCT Group and the HCT Group on-island operation, LibertyBus.

What has been the impact?

We have an outstanding success on our hands. With shared incentives and both sides motivated to grow ridership, the service has been incredibly successful. Since the bus service was launched in January 2013, we’ve seen a 41 percent increase in passenger ridership, and this has been against a steady UK-wide decline. We’ve also had a 5.1 percent drop in peak time congestion in St Helier.

The levels of subsidy from the States has reduced by £800k per year, on a service with a Peak Vehicle Requirement of approximately 80. Customer satisfaction, meanwhile, has increased by five percent, five new routes have been introduced and bus frequencies have increased on key traffic corridors.

The service has also gained local and national attention. In 2016, LibertyBus were winners of the Growing Ridership through Good Practice and Innovation at the National Transport Awards held in London; they were shortlisted for Small Operator of the Year in the National Route One Awards in 2017 and, at the 2017 Jersey Customer Service Awards, won Best Team, Best Business and Best Overall on Island.

The contract has been straightforward for the States to administer – with a partnership very much in place. Significantly, the contract is managed by just one transport professional.

As the new Bus Services Act in the UK was being developed, Jersey’s success in franchising their bus service became the focus of civil service and parliamentary attention, demonstrating that it was possible to achieve Transport for London scale quality with local scale resources. What have been the key elements of success?

Taking a sensible amount of time and resource was vital. It was through rethinking what was needed from the ground up and engaging with the market and other stakeholders, and actually listening, which helped us prepare the right level of bid detail. For the successful tenderer it gave
enough time to get everything right from day one.

By having a commissioning rather than a procurement process, it meant it was run with the overarching strategy uppermost in the commissioner’s mind. And the mechanics of procurement – designed to deliver outcomes – were not run for the sake of it.

There was also unity in our purpose. Our social enterprise shared the values of the organisation.

We were also open to new ideas and innovations from the commissioner, understanding that they were commissioning expertise and a new bus network.

There was also unity in our purpose. Our social enterprise shared the values of the organisation.

What has been learned?
That it’s possible to commission for the abstract nouns that matter – shared values, trust, partnership.

It’s also possible to create a sustained partnership by creating a system of mutual incentives, and that shared values between commissioner and contractor are key to success.

Who are the key contacts?
Stephen Sears, Performance and Innovation Director, HCT Group
020 7608 8953 / 07973 263922, stephensears@hctgroup.org

Frank Villeneuve-Smith, Communications Director, HCT Group
020 7608 8954 / 07891 960084, frankvilleneuve-smith@hctgroup.org

21

Strength in numbers: the Pan London Care Impact Partnership

- Unique project bringing together five London boroughs to commission therapy services for young people at the edge of care; commissioners only pay if juveniles avoid the care system
- Future potential for the service to extend across London
- £4.5m+ of social investment, 380+ young people supported

What is the context?
Much like the rest of the country, there are significant challenges facing young people in London. Issues such as gang violence, substance misuse and self-harm affect many parts of the city. In addition, there is a significant financial pressure for local authorities: the average cost for a young person in London is estimated between £500 to £800 per week.

This comes at a time when pressure on Children’s Social Care budgets are limiting the resources available for new service provision, especially when it’s non-statutory. However, it is clear to people involved in Children’s Social Care that prevention is better than cure, and so there exists an appetite to introduce new services.

Social Finance established the first Social Impact Bond and, since 2012, has been working with young people at the edge of care in Essex. Edge of care is a term applied to children at risk of separating from their family unit.

The Social Impact Bond service has shown positive outcomes in terms of young people staying with their families, with the opportunity to explore a similar service in London.

What’s the story?
The Greater London Authority and Social Finance met with several boroughs in 2014 to test their appetite for a Social Impact Bond that worked to restore family connections. During three years of work to design the programme and create a joint business case and partnership, five boroughs – Sutton, the project leader, along with Bexley, Merton, Newham and Tower Hamlets – set up the Pan London Care Impact Partnership.

In 2017, PLCIP went to market to procure social investment and service providers for Multi Systemic Therapy and Functional Family Therapy. They wanted an investor to fund the services up front and be paid based on the results of service delivery.

This new structure was innovative as it’s the first Social Impact Bond with multiple services for one cohort. It’s also the first with multiple commissioners and can be extended to incorporate new commissioners. It is also one of the largest Social Impact Bonds in the UK.
As of February 2018, the service providers have their teams up and running and service delivery is in motion.

**Who are the key partners?**
The winning bid came from the Positive Families Partnership. This is a new entity set up and managed by Bridges Fund Management and Social Finance. Bridges Fund Management are providing £4.5m+ of social investment to establish the services.

Positive Families Partnership has three organisations that will provide the therapy:
- **Family Action**, a large UK charity with 130+ projects across the country
- **Family Psychology Mutual CIC**, a new social enterprise spun out from Cambridgeshire County Council
- **South West London and St George’s Mental Health NHS Trust**, which has a strong Multi Systemic Therapy team in place and already works with Merton and Sutton

In addition, MST UK, MST Inc. and FFT LLP have also played critical roles through the mobilisation period in helping the providers get their respective licenses to deliver the therapy services.

**What has been the impact?**
The service providers have only just begun delivering to young people. Over the next three years, their objective is to work with 380+ young people at risk of entering the care system, with the aim of keeping the majority with their families.

There are already a number of additional London boroughs interested in joining the PLCIP.

The biggest impact so far has been in the building of partnership relationships between previously unconnected London boroughs.

**What have been the key elements of success?**
The key to making this work so far has been a partnership working arrangement between the boroughs through PLCIP, and also with the service providers. The mobilisation period had clear stated governance and roles and responsibilities.

**What has been learned?**
Proper transformational work needs parties to work in a collaborative manner. It’s also about understanding each other’s perspectives and working to solve problems together.

Working across multiple geographies, with multiple delivery partners and multiple services, requires high quality communication. There needs to be a real clarity in messaging, and everyone needs to understand why things are done in a certain way.

**Who are the key contacts?**
- Lisa Barclay, Social Finance
- Terry Clark, Sutton Council
- Mila Lukic, Bridges Fund Management
- Brigitte Squire, Director of Positive Families Partnership

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**Energising the future:**
the Social Impact Bond story

- One in five young people in UK are out of education, employment and training
- Energise scheme produces results and investors’ return ahead of schedule
- Social Impact Bonds help drive improvements in youth engagement

**What is the context?**
Much is made of how wonderful it is to be young. It’s not so much fun when you’re in the prime of your life and looking at a future without prospects. In the decade between 2003 and 2013, the number of 18 to 24 year olds who were not in education, employment or training doubled from ten percent to just under 20 percent. That’s one in five young people disengaged from UK society. With this knowledge, the Department for Work and Pensions had every reason to try an early intervention strategy.

**What’s the story?**
In November 2012, the Adviza charity – formerly Connexions Thames Valley – was awarded a contract by the Department for Work and Pensions. The contract was through the DWP’s Innovation Fund and involved a social investment
partnership managed by Social Finance. Social Finance is a nonprofit organisation that partners with government, the social sector and the financial community to find better ways of tackling social problems in the UK and beyond.

Unlike typical social service delivery, the funding for the Social Impact Bond is provided at risk by social investors whose financial return is aligned to the positive social impact of meeting pre-agreed educational, training and employment outcomes. The 3.5 year project was one of ten Social Impact Bonds (SIBs) aimed at piloting new social investment delivery models to support young people. The SIBs are designed to increase future employment prospects for teenagers at risk of becoming NEET – Not in Education, Employment or Training.

Adviza’s project was called Energise. It was tailored for 14 to 16 year-olds identified as having poor behaviour, or who were underperforming at school, or had other complex issues. The charity was charged with priming the futures of 1,500 to 2,000 young people over 3.5 years in the Thames Valley and other areas in south east England.

Adviza began by assessing their clients’ needs to identify individual action plans. They were given ongoing support, work experience and mentoring opportunities. There were also activities, including residential team building weekends and group sessions. The programme was designed to build resilience, confidence and aspirations – key skills for progression.

During the project, it introduced a Job Coach pathway for young people looking for employment. They provided support in CV drafting, attendance at recruitment fairs, job applications and interviews. The programme outperformed on attitude, behaviour, level one and two educational qualifications and 26 week employment outcomes. To commission this and the other Innovation Fund Social Impact Bonds, the DWP produced a rate card of social outcomes with attached monetary values. The categories are:

1. Improvements at school, such as behaviour and attendance.
2. Qualifications, achieving different levels of the National Qualifications Framework in vocational or academic qualifications.
3. Employment, either entry into training or sustained employment.

Service providers selected a range of outcomes against which they wished to be measured. These outcomes were relevant to their specific intervention model and target population.

Who are the key partners?
Department for Work and Pensions, Adviza, Barrow Cadbury Trust, Berkshire Community Foundation, Big Society Capital, Bracknell Forest Homes, Buckinghamshire County Council, Esmee Fairbairn Foundation.

What has been the impact?
Social Finance announced in July 2015 that the Adviza Social Impact Bond had performed above expectations. It had delivered outcomes sufficient to return investor capital earlier than expected. The maximum of outcome payments was £3.7m.

At the conclusion of the project, 45 percent of participants had a marked improvement in their attitude towards school. Another 41 percent showed improved behaviour. Of the group, 21 percent had greater school attendance. While 43 percent and 17 percent had achieved academic QCF Level 1 and Level 2 qualifications. A further two percent had maintained employment for a 26 week period.

As a result, investors received all of their capital back with a return.

What have been the key elements of success?
Maximum payments in the final stage of Energise were £11,700 per young person. These were paid on observing significant improvements in behaviour and educational attainment, making it much more likely that their young people will continue into work or employment.

Each type of outcome could only be claimed once per participant. Depending on the level of performance, the service provider could also receive a bonus.

What has been learned?
Katharine Holder is the Chief Executive Officer of Adviza. She said: ‘The impact Energise has made on the lives of vulnerable young people has been extraordinary and this funding model has allowed us to focus on activities that work and make a difference.

‘Our performance demonstrates that investing in intensive work with young people makes a positive difference not only to society as a whole, but also to those individuals whose lives it has changed. We are grateful for the opportunity to be involved in the Innovation Fund and thank Social Finance and our investors for their support, we couldn’t have done it without them.’

Who are the key contacts?
Robert Pollock, Social Finance
robert.pollock@socialfinance.org
020 7667 6370
What is the context?

Back in 2013, more than one in ten of Plymouth’s households lived in fuel poverty. This meant that if residents’ homes were heated to a comfortable temperature, their remaining income would fall below the official poverty line. This gave people the difficult choice between a healthy, heated home and food on the table. Exacerbating the issue, Plymouth also contends with a largely inefficient housing stock. In line with its cooperative ethos, Plymouth City Council recognised that community energy could be a potential solution to rising fuel poverty and rising carbon emissions. The local authority provided a start-up loan and grant, got together founder members and, after much community engagement, helped formulate a business plan for a new community energy group in the city.

What’s the story?

In July 2013, Plymouth Energy Community was born. With 100 founder members, the council passed full control to a newly formed board of volunteer directors, taken from backgrounds across the city. A unique service level agreement was formed for the council to provide PEC with staffing expertise from their low carbon, business, finance, legal and human resources teams.

After starting with a simple switching and advice service, PEC quickly began applying for funding and collaborated with a range of organisations in the quest to change Plymouth’s energy future. This has since evolved to include affordable or free insulation and boiler schemes, a fuel debt advice service, a home energy team, a volunteering and training programme, and a health service referral pilot project.

The PEC’s primary mission is to give the people of Plymouth the power to transform how they buy, use and generate power in the city. By working together as a community they now have the authority to change their energy future for the better. In essence, it’s all about people power.

The PEC’s work focuses around three core energy goals: reducing energy bills, improving energy efficiency and generating a green energy supply in the city.

Who are the key partners?

Plymouth City Council, Plymouth Energy Community, volunteers, the public, plus support from private energy companies in the way of community grants.

What has been the impact?

The new community society has helped 170 households clear over £115,000 fuel debt through a dedicated fuel debt advice service. Further, the community benefit society has provided free training to 48 volunteers and, through this process, enabled four to complete the Level 3 City and Guilds in Energy Awareness.

The dedicated advice team run by volunteers has helped 55 households save a total of £27,000 from next year’s energy use. On average, people saved £203 per year by switching and a further £141 through acting on advice. By providing information and support at over 250 events and presentations, the volunteer advice team has helped another 3,000 households, while arranging access grants for external wall insulation at 700 homes.

In 2014, alongside the development of core frontline services, Plymouth Energy Community set up PEC Renewables to fund and build community owned renewable energy installations in the city. Members of the public were invited to buy community shares with a minimum outlay of £50. Over £600,000 was raised and, in addition to a £500,000 loan from Plymouth City Council, this provided 21 schools and community buildings with free solar panels.

In 2015, a second opportunity was given to buy shares and another £850,000 raised. This was again matched with a £500,000 loan from the city council and another nine solar roofs were built, including Plymouth’s largest, which crowns Plymouth Life Centre.

Towards the end of 2015, Plymouth Energy Community teamed up with a local economic development trust.
to turn derelict land into a solar array. The race was on to do this before the government cut the solar industry’s subsidies.

In March 2016, the 4.1 megawatt ground mounted array in Ernesettle was generating enough clean energy to meet the annual needs of 1,000 homes. This saw the PEC raise nearly £1m in community shares. These community owned installations allow investor members to receive a fair return, provide low cost clean energy and a valuable educational resource to host organisations. They also generate a vital community benefit fund to ensure longevity for PEC’s core services.

What have been the key elements of success?

With over 1,200 individual and organisational members, the Plymouth Energy Community has been able to skip lengthy procurement processes. This has assisted its work with a range of parties.

The support and foresight of Plymouth City Council has been integral to the project’s inception and success. The local authority provided the start-up finance, signposted access to funding streams and sourced founder members and volunteer directors.

The organisation was also responsible for the invaluable provision of staff through an innovative shared services agreement. This meant the PEC was able to launch and then grow at an unprecedented rate for a community energy group.

As a consequence, groups and local authorities all over the country are striving to replicate this successful collaboration.

What has been learned?

Where there’s a will, there’s a way. Through working with a number of organisations, Plymouth Energy Group has created tools and relationships to help the community achieve their three energy goals. By raising awareness and understanding of the energy options available, the community has the knowledge and power to take action. It also pays to be ambitious in solving the associated issues of energy use. In 2016, the PEC secured finances through The Healthy Homes Fund from the British Gas Trust. The money was to address the impact that poor housing can have on health. During the 12 month project, the PEC worked with health providers to target individuals with existing health conditions exacerbated by the cold or damp.

In June 2016, the Big Lottery Fund provided £500,000 over four years to help people living with disabilities and illness in Plymouth stay warm and well.

In October 2017, after adding five new advisors to PEC’s Energy Team, a new project was launched in partnership with Plymouth City Council in Ham, Devonport and St Budeaux.

This sees homeowners and private renters receive free home visits and energy saving measures such as LED lighting, draught proofing and heating controls. This is funded by Interreg’s Climate Active Neighbourhoods programme.

Dave Garland, founder director of PEC and present PEC Renewables Chairman, said: ‘We set out to create a community of like-minded people, who are committed to helping transform all things energy-related for the benefit of the local community, and we are doing just that!’

Who are the key contacts?

Giles Perritt, Assistant Chief Executive, Plymouth City Council.

giles.perritt@plymouth.gov.uk

01725 398 618

This case study was provided by our partners at the Co-operative Councils’ Innovation Network – a collaboration between local authorities committed to transforming the way they work with communities, drawing on co-operative principles.

www.councils.coop
Epic CIC – going independent to sustain youth services

Established on 1 January 2014, Epic CIC is the UK’s first youth support services mutual. We have 150 staff and an annual turnover of approx £5m.

What is the context?
We were part of the Royal Borough of Kensington and Chelsea children’s services department. With the economic downturn and the onset of the age of austerity, early intervention and youth services such as ours were in the firing line for substantial cuts. I was challenged by the Chief Executive of the Council to come up with a new model for maintaining youth support services with a lot less money available.

What’s the story?
The key to sustainability was finding new ways to attract income previously untapped. We considered a number of options for raising funds externally before alighting on the most radical of all, spinning out from the Council to form an independent CIC. It was apparent that our ability to diversify funding streams was seriously hampered by our remaining in a local authority setting.

We joined the first tranche of the Cabinet Office Public Sector Mutuals programme which provided invaluable support. It gave us access to legal and technical support, mentoring and to social business transition expertise.

We were keen to avoid simply applying a new name to the same old, same old. Hence, we have set about reforming the organisation in every aspect. For example, our governance is wholly different. We have a Board of Directors comprising five elected staff directors and five NEDs recruited from the business community. Having staff in position of governance in which they can hold managers to account is a radical change from how things worked in our local authority setting. The NEDs provide us with expert guidance on the business side of the enterprise.

Who are the key partners?
The Royal Borough remains a key partner and supporter. We have developed strong partnerships with schools, the CCG and local community providers.

What has been the impact?
Independent Impact study – 85% YP in target group progress to EET; 200,000 hours of youth support to almost 4000 YP per annum; £2.24 social value created for every pound invested in NEET programmes; £3.59/£1.00 social value created in serious youth violence programmes.

We have developed a service that is not only able to show impact but is also cost effective and offers better value for money. We have used our contract with the Royal Borough as a platform to diversify our funding streams (see next section).

What have been the key elements of success?
Council funding has decreased over time but we have been able to raise significant funds from sources previously unavailable to us. We run our own independent school funded through schools purchasing places. We have built trading relationships with schools providing careers advice, sports and health services. We trade directly with the public with the profit reinvested in services. We have become adept at selling our services. We can also access charitable funds previously unavailable to us. Through this range of methods, we are bringing in £800k-£1m of additional income per year.

We have been able to cut backroom costs significantly by going to the market. We do not carry the substantial overheads intrinsic to a local authority service.

Despite very challenging market conditions, we have made a profit in each of our four years of existence which is returned to frontline services. It’s not getting any easier though, with early intervention services and youth services under relentless pressure.

We have worked hard to develop an employee culture based on giving autonomy to staff within parameters and encouraging and independence in thought and action. The role of
management in this scenario is to set the parameters and to guide and coach. This philosophy is based on the writings of leading thinkers in the field of staff culture, Dan Pink and Henry Stewart. It really works and we would not have been able to introduce this style of working had we remained in the local authority.

This cultural shift was apparent in the manner in which Epic staff responded to the Grenfell disaster. Staff did not wait to be briefed or told what to do. They knew intuitively how to respond. In the early hours of the morning of the disaster, staff rushed to work to open centres in order to support survivors and to receive donations of clothing and food. We are an organisation with strong community roots and we continue to be part of the Grenfell recovery programme.

What has been learned?
Moving to a new company form and developing a new business model is a challenge and requires everyone to grow and adapt rapidly. This is daunting, but with the right support it can be done. It’s a big leap from the command and control environment of a local authority which breeds passivity, to a social enterprise environment which requires innovation and self-motivation for success.

We have proved it is possible to establish a cost effective, dynamic organisation through combining a social value perspective with a commercial underpinning. This demonstrates you can create impactful, value for money services via a business transformation process without the need to default to outsourcing or competitive tendering.

Who are the key contacts?
Brendan O’Keefe, Managing Director EPIC CIC, brendan.o’keefe@epiccic.org.uk 07976 060 343

The rise of Cleveland, USA’s green cooperatives

- Cooperatives using anchor institutions’ supply network to effect change
- Environmental policy entwined with business development ensures tax breaks
- Funds from successful cooperatives go into developing new businesses

What is the context?
Cleveland is harnessing the spending power of its institutions by launching new cooperatives that are creating employment and wealth in poorer areas and supporting ex-offenders. The city has three environmentally sustainable cooperatives whose role is to act as suppliers to anchor institutions such as local universities and hospitals. There’s hope this business model will go on to spur a breakthrough in Cleveland, which has struggled in recent years with depopulation and economic stagnation.

Further, the coop employees in this Ohio city earn well above the region’s minimum wage and can take a financial stake in their companies.

What’s the story?
There are three Evergreen Cooperatives so far, each employing around 120 workers from Cleveland’s low-income University Circle area. Many of the employees have convictions which bar them from other jobs.

‘The question was: What can we do for those community members that can’t work directly for anchor institutions, but could work for suppliers to those institutions?’ said Jessica Rose, the Director of Employee Ownership Programs at the Democracy Collaborative, the nonprofit which designed the project. The model uses what Rose calls an import substitution strategy. Anchor institutions spend a large amount of money on procurement, some of which can be redirected to create new cooperatives in the area: the Evergreen Cooperative Laundry cleans several tons of the health care sector’s linen each year.

The Cleveland Foundation, a private charitable trust, took the cooperative lead by encouraging the city’s key anchor institutions – the Cleveland Clinic, Case Western Reserve University and the University Hospitals – to buy into the vision, and the City of Cleveland local authority quickly joined the scheme, pooling its resources in a multi-stakeholder effort.
Who are the key partners?
The Evergreen Cooperative Corporation, The Democracy Collaborative, Cleveland Foundation, City of Cleveland local authority, University Hospitals Cleveland.

What has been the impact?
The Evergreen Cooperative Laundry, the first to launch in 2009, achieved a ten percent profit margin in 2016, with its coop owners receiving bonuses of up to $4,000. Ten of the laundry’s employees have been in prison, while 20 have a criminal record.

Evergreen Energy Solutions, an efficient energy contractor was launched soon afterwards and is also profitable. Green City Growers, the largest urban food production facility in the United States, was set up in 2013 and broke even last year. Through small instalments over a period of years, workers get to earn a stake in the company amounting to $3,000.

In 2016, employees of the three coops earned $12.56 an hour on average, well above the Ohio minimum wage of $8.15. They also have a say in how the cooperative operates, which includes electing the board and holding monthly member meetings with the management.

All three cooperatives are also environmentally sustainable. They use green technologies to reduce their carbon footprint, and this also saves the businesses money. Companies can buy solar power from Evergreen Energy Solutions and be eligible for tax credits. The Evergreen Cooperative Laundry, meanwhile, operates the region’s first LEED – Leadership in Energy and Environmental Design ‘Gold’ commercial facility.

What have been the key elements of success?
Between 2008 and 2013, around $27m was invested in the cooperatives from a variety of sources, including foundations, local and federal government, and nonprofits. This was due to the capital intensive nature of the Evergreen Cooperative businesses. Most of the funds are invested and then are ploughed into new ventures.

As well as having the funds, it was vital to have the supportive web of institutions, plus one organisation which was determined to take the lead role.

‘One of the hardest things about this model is bringing all the players to the table,’ said Rose. ‘The institutions, the city, the philanthropy, the community; those are sectors that don’t often collaborate, they are siloed in a lot of cases.’

In order to mobilise these stakeholders, a public or private sector project champion is usually required to spearhead the venture. In Cleveland, the foundation took the lead on bringing the various players together. Most had typically been competitors.

What has been learned?
‘Once these companies are launched, it all comes down to competing in the market, being smart and savvy and doing a good job running a business,’ said Rose. ‘They must deliver on cost, quality and service.’

The Evergreen Cooperative Corporation was created as the cooperatives’ parent company, owning a stake in the three coops and overseeing the development of new businesses. They are aiming to launch more cooperatives in the near future.

The reality of building a new cooperative initiative like Cleveland’s is that businesses take time to grow. The scheme was inspired partly by the Basque region’s Mondragon Corporation, which was founded in the town of Mondragon, in the 1950s, by the graduates of a local technical college.

The modern Cleveland model is now being used or considered in various cities, including Rochester in New York, as well as Preston in England, who have both suffered historically from under investment.

In the long term, it is hoped the model can awaken the economic potential of cities’ poorest areas and empower residents who are most in need.

Who are the key contacts?
Jessica Rose, Chief Financial Officer & Director of Employee Ownership Programs at The Democracy Collaborative in Cleveland, Ohio. jessica@democracycollaborative.org www.democracycollaborative.org www.evgoh.com www.clevelandfoundation.org

This case study was prepared by our partners at apolitical – see separate listing for more information and to join their exciting network.
What is the context?

Health and social care services are under enormous pressure. The demand for community adult health and social care has never been greater. As our population ages and lives longer, the need will only increase. Yet at this critical moment, the UK's labour market for social care has slipped into crisis.

In February, the National Audit Office revealed the numbers working in care were not meeting growing demand. And there was more bad news to come.

‘While many people working in care find it rewarding,’ said the report, ‘there is widespread agreement that workers feel undervalued, and there are limited opportunities for career progression, particularly compared with similar roles in health. In 2016-17, around half of care workers were paid £7.50 per hour or below.’ This was equivalent to £14,625 annually, a fraction above the then National Living Wage of £7.20 per hour.

‘This, along with tough working conditions and a poor image, prevents workers from joining and remaining in the sector. The turnover rate of care staff has been increasing since 2012-13 and in 2016-17 reached 27.8 percent. The vacancy rate in 2016-17 for jobs across social care was 6.6 percent, which was well above the national average of 2.5 percent to 2.7 percent.’

What’s the story?

In 2015, the CASA board decided to address the company’s challenging recruitment and retention issues. It created the CASA Academy to focus on building the workforce. To date, the company has more than 800 employees and an annual turnover of approximately £17m.

Under the auspices of the academy, the Level 2 Apprenticeship in Adult Social Care was established as the minimum standard for staff. All eligible recruits are now enrolled onto the apprenticeship from day one of their employment, while existing employees without the minimum qualification have joined as time and operational budgets allow. From this foundation staff then join CASA Directions, the company’s career development programme.

At the outset these were bold ambitions. CASA was aware that it needed strong, flexible and forward-thinking training partners to achieve its goals.

Paul Mooney, the CASA Academy Director, said: ‘Previously our apprenticeships programme had been delivered at arm’s length by third party training providers, with very little involvement from our local branch managers. For our new approach we needed a training partner who bought into our vision and could help us grow into a true learning organisation, and professionalise our workforce through new and effective models of training delivery.’
At first, CASA cast the partnership net widely, courting FE colleges and large independent training providers. In late 2016, CASA was approached by The Growth Company, an established training provider, who recognised its rising profile as one of the UK's largest employee-owned care cooperatives.

As a national non-profit with social values, and a track record for delivering skills, training and bespoke employment support, The Growth Company proved a natural fit. Working closely, CASA and The Growth Company's training teams stripped down and rebuilt the care apprenticeship to fit the specific needs of a busy domiciliary care provider.

Jack McDougall, Health and Social Care Sector Manager for The Growth Company, was instrumental in the partnership. He said: 'The government’s apprenticeship reforms in 2017 gave us an opportunity to codesign with CASA an apprenticeship that is tightly wrapped around the company’s operational needs. Delivering apprenticeships in the domiciliary care setting is particularly challenging as the workforce is predominantly out in the community. Our approach was to establish strong relationships with CASA’s local managers and care coordinators. This was to ensure that group learning and assessment sessions are scheduled to keep learners engaged so that they don’t fall behind.'

Who are the key partners?
CASA, The Growth Company, the health and social care workforce, local authorities.

What has been the impact?
CASA local branches now have Key Performance Indicators for employees’ progress on the apprenticeship programme. This is linked to staff turnover, and the early signs show that new recruits enrolled onto the apprenticeship are less likely to leave.

Paul Mooney adds: ‘We had to re-design our recruitment, onboarding and induction processes to meet the exacting requirements of the apprenticeship and OFSTED, but it’s been worth it. Not only are we seeing improvements in retention, but the quality of care is improving and we are much more confident that home care is being delivered safely in our service users’ homes.’

The collaboration has resulted in other spinoff benefits. Functional Skills Training – a prerequisite of the apprenticeship – is now delivered by a CASA in-house trainer and incorporates real life domiciliary care situations, such as administering medication.

What have been the key elements of success?
As a social business, CASA’s aim is to have a positive social impact on the communities it serves. The partnership with The Growth Company has provided the reach into communities, groups and organisations that it would otherwise have been unable to achieve.

The Growth Company has been instrumental in developing successful pre-employment programmes. These engage with the most disadvantaged groups, in the very communities where CASA’s home care is delivered. CASA has also pioneered traineeships for long term unemployed young people as an access route to the apprenticeship programme.

Among their success stories is Sarah Jones. Sarah had not worked for more than 20 years having looked after her family and without any qualifications was struggling to find work. She was initially referred to an employability course run by Big Life Employment, one of The Growth Company’s subcontractors. The course is for people who want to explore social care as a long-term employment option. Sarah had not delivered care in a formal capacity, but had lots of experience in providing care for her children and other family members.

The week-long Big Life Employment course acted as a feeder for CASA’s own accredited Preparing for Adult Social Care course. The two programmes were codesigned by CASA and BLE training teams. The CASA element, which included work shadowing, was delivered at CASA Manchester’s branch office in Wythenshawe. On completion, Sarah passed her Care Assistant interview and started work in Manchester.

Sarah is now progressing well on the Level 2 apprenticeship with CASA and is being put forward by The Growth Company for the Greater Manchester Apprenticeship Awards. Sarah is already looking forward to progressing on to the Level 3 Health and Social Care apprenticeship.

What has been learned?
There remain numerous and significant challenges. There are not enough young people, men or Black Asian Minority Ethnic people working in adult social care. While the impact of Brexit on the labour market is set to disproportionately affect the sector. The government’s Apprenticeship Levy, which provides a platform for employers like CASA to get more involved in the design and delivery of apprenticeships, is still a work in progress.

However, for companies like CASA, whose own levy pot is not sufficiently large to meet the full needs of its workforce, the new ESFA rules for the transfer of unspent levy between companies is a welcome development. The
Growth Company is already helping employers successfully navigate the Levy system. CASA will benefit from this expertise to access levy gifting from larger employers. It creates a real opportunity for CASA to tackle the skills challenge facing the sector.

Who are the key partners?
CASA, The Growth Company, the health and social care workforce, local authorities.

Transforming service delivery

Rethinking planning in Wolverhampton

- Improving the experience for applicants and investors while creating jobs and making Wolverhampton a better city
- Rethinking Planning has made the planning process three times faster, with most applications resolved in 30 days, effecting a huge drop in complaints and far fewer appeals

Stephen Alexander, Head of City Planning, City of Wolverhampton Council

What is the context?
Government cuts to local authority funding has left planning departments’ customers facing bureaucracy and delay with their planning applications.

What’s the story?
The Rethinking Planning approach has four core elements:
1. Challenging the traditional thinking behind approaches to planning.
2. Redefining the purpose of planning from the customer’s perspective.
3. Changing how planning is delivered, and
4. Creating or ‘building-in’ true continuous improvement and making it part of planning protocol; instead of launching reactive problem-solving projects every 18 months.

Who are the key partners?
On the back of our success, we have worked with the Planning Advisory Service (PAS) and engaged with other local authorities to enhance their performance. These interventions see planning officers from Wolverhampton spend up to five days helping fellow planners challenge existing practice and create new ways of working. The authorities that have benefitted include Halton, Cheshire and Cheshire West, Doncaster, Trafford, Canterbury, Croydon, Haringey, Bromsgrove and Redditch, Devon, Dorset, Gloucestershire and Sefton. Our work has also been studied by officers from a further 30 councils, including: Cornwall, Bournemouth, South Staffordshire, Walsall, Dudley, Herefordshire, Birmingham, Stratford, Nottingham, Bury, Telford and Monmouthshire.

What has been the impact?
Improved performance in the form of reduced end-to-end times, less refusals and appeals, and further improved reputation with our customers – all resulting in better quality development and increased delivery.

To date, the feedback to the interventions and support has been very positive:

‘Make the time and resources available. Working in this way takes time and it is hard to take time out from the day job to look at a system, even if the perception is that it’s working quite well. But it takes time to understand your processes.’ (Tim, Halton)

‘Go for it and go into it with an open mind.’ (Richard, Doncaster)
Listen to your customers, to what really matters to them. And don’t be afraid of failure because you can’t learn without experimenting, and if you are experimenting some things won’t work, but as long as you learn and move on you’re always progressing, and that’s what continuous change and improvement is about.’ (Nick, Cheshire West and Chester)

Staff from councils we have worked with have also commented:

‘Case officers now feel it is their system… they own it… and take opportunities to change it.’

‘…put good staff in a rubbish system, the system wins every time… put practitioners in charge of changing the system… and empower them to make sure the system works for them and the customer.’

‘We don’t see it as a one-off project… or a change management project… it’s more fundamental. It is a mindset and a way of operating.’

‘Overall it is speeding things up… every step is assessed for the value it is giving rather than being needed for any bureaucratic purpose.’

‘Customers are pleased… getting decisions so quickly… Officers decide “is it going to give the customer a better experience?”

‘…there’s an assumption it’s difficult and needs lots of money… you can free up so much time by doing only what your customers want and concentrating on getting it right first time.’

What have been the key elements of success?

We focused on providing good customer service and fulfilling our planning role. The subsequent increase in development benefited the public. We also adopted a set of principles to guide our way of working and tools to measure our true success. These were in-line with our purpose, and, significantly, not our targets.

What has been learned?

Changing our approach meant we could do things better – previously Wolverhampton planners had committed to doing better things. There is a huge difference between the two. We started from scratch by clearly stating the purpose of our new system and then designing a ‘zero waste’ workflow. To begin, we had managers and officers undertake and complete a real planning application. Their onus was on streamlining the activity.

Once each case was completed they rigorously analysed the experiment to understand how it worked and how they could improve on the next application. By examining real work, in a safe experimental environment, the organisation learned empirically how to achieve purpose and improve efficiency. This learning was then translated into a robust system redesign.

When this new design is stable, work volumes can slowly be increased – adding capacity to the team, as required – until operators can handle current demand.

This process was challenging and incredibly hard work, but, ultimately it was incredibly simple to employ for those able to unlearn current design and management practice in local authority planning.

What has been learned?

Stephen Alexander, 01902 555610, 07771 836400, Stephen.Alexander@wolverhampton.gov.uk
size receiving significantly different funding amounts, which meant that many would find it impossible to deliver the statutory school food services (both free and paid for) to meet the mandatory school food standards without directly impacting other school budgets specifically for the education and learning of pupils. Schools joining together and cooperatively sharing the school food budget resource means all children have access to freshly prepared, hot school food, with local, regional and seasonal ingredients by fully trained staff in the schools own on-site production kitchen.

### What’s the story?

On 1 April 2015, staff from the council’s award-winning education catering service became employed by CATERed Limited.

The company is limited by shares and jointly owned by schools and the council. A co-operative trading company, all surpluses are reinvested to be used for the ongoing development of the company, management of the estate and services to children and young people.

Reducing the strain on the budgets of the council and ensuring that the pupils of Plymouth’s schools have had an amazing high quality meal served by a workforce committed to producing only the very best customer experience.

The board, which makes decisions on behalf of all schools shareholders, consists of eight headteachers, two council officers, and a managing director. The venture has only been made possible because of the cooperative approach that is heralded throughout Plymouth City Council. These core values of the council have enabled the business to work with the schools to achieve the creation of a truly unique company.

The company’s main office remains within council buildings, providing the link across different departments, and the company has bought back key back-office services from the council returning revenue to the council with these costs now calculated on a commercial basis. This has given the council as a whole the ability to see itself differently, understanding the true worth of individual services and that they must become more commercial in their approach.

CATERed has been able to look to other places for revenue. As a limited company it has now re-entered the world of event catering and corporate buffets, an area previously lost to ‘cuts’ and a directive to focus on core ‘school dinners’.

Member schools access very high quality catering at a fraction of what they were being charged by other companies and they are effectively recycling their own cash flow. The council also benefits from a highly professional team of caterers who they know and trust.

CATERed was created to ensure that all children and young people in schools across the city could access great tasting, high quality food regardless of their background or school they attend. It delivers because it ensures all schools have an affordable and sustainable school food service without impacting on other school budgets.

Importantly, the service to customers is delivered by people best placed to do that – experts in school food delivery.

51% is Council-owned and 49% is school-owned comprising 62 infant, junior or primary schools, four special schools, and one secondary school – including both maintained schools and academies.

The company operates using schools’ budgets which they commit in an entirely altruistic, shared, and co-operative manner to support each other for the greater good.

The budgets used are:

- Traditional benefit-based free school meals and the universal infants free school meals
- Equipment maintenance, repair and replacement
- Income from paid for meals

The work to create the company took over two years of planning and has come about through the work of a school food steering group comprising headteachers, governors, school business managers, and council officers. Schools were clear: they wanted a service that had the child at the centre of everything it did and to make food fun.

In an echo of the school food plan, the principles around which the company Articles have also been written are: –

1. Children need to be involved in shaping the offer
2. Building on strengths
3. Collaboration and cooperative model values
4. Vision for a longer term sustainable city-wide offer

CATERed is unique – for the first time, schools have agreed to share their budgets and resources with each other in an open, transparent, and co-operative way for the benefit of children and young people. Imagine – 67 Head teachers and governing bodies all voting for the same thing at the same time? Now that’s tasty!

### What has been the impact?

The initiative between schools and Plymouth City Council – CATERed Limited – is a very real and new way of delivering a central, core service to children and young people in schools. Within budget, within the standards and mandatory requirements, maintaining staff levels, terms and conditions without ‘traditional’ outsourcing.

CATERed carries the support of schools, staff, customers and trade unions in a truly cooperative model of delivery.
Feeding Ambitions – CATERed cares – a name people can rely on.

The elements of success
Meals served have increased significantly over the past three years and this was first witnessed as schools became more aware of their responsibilities during the work of the school food steering group. We now serve 2.5 million meals each academic year – an increase of a million meals!

Increased economies of scale through volume have reduced our costs whilst we continue to serve only the very best in local and seasonal produce. Our local, regional and sustainable procurement means we have clear, mutually beneficial partnerships with suppliers delivering stable food costs. Through the deployment of our staff and reviewing all aspects of the business we have ensured we have made dramatic improvements in the trading account.

What has been learned?
- Open dialogue is key to having a successful partnership
- When you step into the commercial world, be ready to be questioned about every decision
- To create growth, make sure that all key groups are well informed and really understand the companies vision – staff, schools, suppliers and council.
- When you free up bureaucracy and many layers of processes you end up with a dynamic workforce where ideas can come from anywhere and the people that work for the company feel a real sense of connection
- Not everything you did before needs to be changed
- Creating a strong brand and ensuring buying from your customers is key to success

Who are the key contacts?
Brad Pearce – Managing Director, CATERed Limited, 07450282949 brad.pearce@catered.org.uk
Anne-Marie Sowden – Commercial Operations Manager, CATERed Limited, 07810757695, anne-marie.sowden@catered.org.uk

This case study was provided by our partners at the Co-operative Councils’ Innovation Network – a collaboration between local authorities committed to transforming the way they work with communities, drawing on co-operative principles. www.councils.coop

When only humans can solve human problems – housing allocations in Great Yarmouth

What is the context?
The housing allocations manager was concerned at rising demands on the choice-based lettings workflow. With more applicants than properties, they witnessed an increase in customers’ frustration. The government describes this current issue of limited stock and ever-expanding waiting lists as a national crisis. In addition, austerity is taking its toll on managers attempting to stop cutting services.

What’s the story?
The manager and a team of front line staff got together to look at understanding the workflow as experienced by the service users.

The first issue came straight after the applicant’s initial enquiry, this was because most further contact from the authority was done by letter. Getting on a waiting list took months as each application involved logging, processing and filing across three IT systems. Kim Tugwell, a Home Select caseworker, explained that spending all day processing application forms felt ‘like being on
The folly of banding

The first major learning point was that priority banding did not mean applicants would be housed any quicker. It took on average 30 months to be housed.

The gold banding meant the wait was on average 675 days, silver banding meant 750 days and bronze banding meant 655 days.

Housing need

The first major learning point was that priority banding did not mean applicants would be housed any quicker. It took on average 30 months to be housed.

The gold banding meant the wait was on average 675 days, silver banding meant 750 days and bronze banding meant 655 days.

Solving people’s problems and embracing a flexible approach

The workflow’s failing started with the assumption all service users wanted a house.

When the team began to ask service users questions, they found many people who made contact were suitably housed – but had a housing related problem. The application form and system design ensured that people making contact rarely spoke to a human being. Previously, 100 percent of demand was translated as: ‘give me a house.’ This meant all applications were turned into demand for a house, when in reality that applied to just 15 percent. Of itself, high housing need does not always require a social housing solution. Often enquiries involve wanting help with a deposit to access private accommodation or solving a dispute with a private landlord.

Understanding real need

The next discovery emerged gradually. It is a lesson about closely understanding customer demand. One housing applicant, Ivy, made contact during the team’s observations. Ivy wanted to move to a one-bedroom bungalow. Her application included a medical form guaranteeing a higher banding. This would have secured Ivy a silver band classification and allowed her to bid online. However, one-bedroom bungalows are rare generally and scarce in her chosen location. The team considered it unlikely that she would be housed adequately and would remain on the list indefinitely.

It took a great deal of debate among the team about how to proceed and another three phone calls to Ivy to understand how the service could help. As the team asked her more questions, they learned Ivy loved where she lived, but could not afford a gardener to maintain her garden. Her mobility was gradually being reduced over time. Her real need was help with her garden and to stay in her home, so the team arranged for a voluntary group to do the gardening. This allowed Ivy to continue in the same property where she was happy.

Who are the key partners?

Housing allocations and homelessness, financial advice, benefits advice, social care, antisocial behaviour, and the community.
What has been the impact?

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The team realised the application form was unable to understand people’s real problems. It was only human beings who could deal with the variety of demand presented by service users.

The elements of success

- The manager and the staff viewing their current work from the service users’ perspective.
- Designing a system that dealt with the variety of presented situations.
- Understanding each service user’s real needs.
- Actively transforming the workflow, challenging and removing waste.
- The increase in effective outcomes improves people’s lives and impacts positively upon the public sector as a whole.
- Decision-making is delegated to staff.
- The emergence of motivation and enthusiasm within staff.

What has been learned?

The biggest discovery was seeing how the service had been designed to ration properties, and make people do awkward activities to prove how in need they were for housing. This was in order to protect the system from a public who would be devious enough to exaggerate to get a property. The application form was the perfect embodiment of this thinking: a long document that asked questions designed to sift out lies, with little or no relevance to the customer’s original problem. In fact, the application form acted like a very basic front-end; it was unresponsive and bureaucratic. The real finding is that people told the truth and generally wanted help to solve a problem. The logic following that realisation led to a dramatic reorientation of the staff’s mindset.

Implications for other Councils?

Transformation like this case study is not recommended for every organisation. Each council can examine its own services – and their impact on those in need, then decide themselves how far they want to go in re-designing their services. In Yarmouth’s case, they decided to change every part of the service and remove CBL. That may not be the right solution for your organisation.

Who are the key contacts?

John Mortimer, service designer, john.mortimer@uwclub.net, 07772 285982
Kate Watts, Director, Great Yarmouth Borough Council, Kate.Watts@great-yarmouth.gov.uk
Coventry City Council is a UK pioneer of integrated working in health and social care. In 2014, the authority’s public health team began testing new models of care for children and their families. They had recognised that when a person or family receives care from multiple professionals, from different organisations, treatment becomes fragmented, leading to delays in support and people being lost in the system.

Coventry began with a programme of work called Acting Early. It saw the council’s children’s services professionals integrate with NHS health visitors and midwives and staff from voluntary agencies. Their remit was to provide early intervention and support to children aged from birth to five, and their families, to prevent them from having greater, more complex needs in the future.

In 2015, Coventry began piloting integrated teams for secondary school children and their families. It was at this stage RedQuadrant was appointed, after a competitive tender, to assist these multidisciplinary teams.

The pilot involved several organisations: school nursing, primary mental health service, youth services, police, children’s social care and a range of voluntary sector agencies, such as mind, Citizens Advice, Compass, Relate, and Barnardo’s. The model of care was developed and tested in Coventry’s north east using four secondary schools.

RedQuadrant assisted in the design and hosting of co-creation conferences. This involved the representatives and citizens listed above. Their role was to envision how the new service would function. We supported the teams piloting their new service prototypes, and gave the delegates team coaching and development, change management skills training, action learning and reflective learning.

Eventually, this programme of work dovetailed into a reorganisation within Children’s Services at Coventry. The concept of integrated working was fed into the delivery model for Early Help services and saw the launch of the multidisciplinary Family Hub model Coventry-wide in late 2017.

RedQuadrant provided further team coaching, change management skills training and leadership development to all eight Family Hub teams.

Some of the comments given about the workforce development sessions supported by RedQuadrant:
- They help us network
- They help us challenge our way of doing things
- I have solid examples of where progress and impacts have been made as a result of these meetings
- It helps prevent things getting more serious
- We have built relationship with new agencies (e.g. VAC)
- We are better informed
- It’s good for children’s social care to hear and work closer with schools
- We’ve put in extra sessions in schools as a result of meeting colleagues here
- These meetings help us get clearer with strategic communications

A testimonial and two quotes

Testimonial from Christina Walding:
‘From the outset, RedQuadrant were alongside us in a pragmatic and flexible way. This was really important to us as the programme experienced many a challenge along the way, which means we had to rethink our approach. The tools, techniques and coaching skills they brought were fantastic. They supported our teams on the ground – who were experiencing a vast amount of change from month to month – with a range of interventions. The RedQuadrant team has provided invaluable support to our Early Help managers and teams as they have begun to work in more integrated ways. They helped work on their vision, set of priorities for Family Hubs, and the local service offering for their area of Coventry. RedQuadrant helped us to build the scaffolding around these new teams as they came together in new roles with new colleagues.’

Quote from a Family Hub team leader:
‘Although we are a small team the event has helped to energize everyone, and the team feels positive and enthusiastic about the future. We have booked fortnightly team meetings to address the building of and creation of a new identity. Please do share my comments with Christina. We’re taking your suggestions on board and really starting to gel as a team. As a newbie to the area, I feel very lucky to have such a great team who are very committed to the work and also have a great sense of humour!’
Quote from an Early Help Manager:

‘Working with Debbie and Lynne has been very supportive and encouraging. They joined us at a critical point in our transition and provided extra capacity, enthusiasm, expertise and humour when we needed it most. They were dedicated to helping us to bring teams together around a shared purpose and vision in order to improve outcomes for children and families. Both are highly skilled and experienced, but they also demonstrate the attitude of continuous learning and improvement and were excellent role models to practitioners, leaders and managers in tenacity, flexibility and perseverance!’

Who are the key contacts?

Christina Walding, Programme Manager for Public Health, Coventry City Council christina.walding@coventry.gov.uk

Debbie Jones, leader and team effectiveness lead, RedQuadrant deborah.jones@redquadrant.com

Announcing the launch of http://govtransformation.org

A website for all case studies and methods for public service transformation, from the Public Service Transformation Academy, sponsored and maintained by RedQuadrant.

This is an open access, Creative Commons-licensed site with the goal of crowd-sourcing links and content to cover all useful public service transformation case studies and methods.

This simple WordPress site can easily provide cross-links to existing content, from partners like TLAP, apolitical, CCIN and the many others who have contributed to the state of transformation process, and can contain rich text openly accessible new content.

You contribute content and links – just go to the site and click ‘register’. Email contributing editor, Clive Gilbert at clive.gilbert@redquadrant.com with any questions.
Big data traffic pilot in motion in Philippines

- Congestion in capital of Philippines costs economy £47m every day
- Taxi firms’ data aims to inform government and business how to solve congestion
- Eight kilometre stretch of road costs motorists two hours of total commute time

What is the context?

Across the world, congestion on the roads hits economies hard in lost time and earnings.

In Manila, the capital of the Philippines, chronic traffic problems cost their economy $60m each day, that’s roughly £47m.

In a bid to tackle the issue, more than 40 cities are joining forces with ride-hailing taxi companies to use their GPS data to work out how to ease congestion.

This will be done through an open source platform developed by the World Bank. It sees the ride-hailing firms share information about traffic speeds and patterns, as well as specific incidents.

Perhaps unsurprisingly Manila is one of the first cities signed up to the initiative. During the evening rush hour, motorists can spend two furious hours negotiating eight kilometres of road.

These challenges are echoed in other cities in Asia, such as Delhi, which had a population of 19 million in 2012 and Karachi, whose population was 21.2 million in 2012.

What’s the story?

Traditional methods for collecting traffic data – using human monitors who conduct expensive and time-consuming field work – are both costly and increasingly inefficient.

Launched in December 2016, the Open Transport Partnership, aims to solve those problems by using big data. The partnership, funded by the World Bank, involves the World Resources Institute and NDrive, which produces GPS products and maps.

Together they aim to change the way big data companies collaborate with government.

The Open Transport Partnership builds upon the success of an earlier, award winning pilot called Open Traffic, which was launched in Cebu in the Philippines in 2012 and won a national e-governance award in 2013.

‘We have talked about a number of indicators for success for open traffic,’ said Holly Krambeck, Senior Transport Economist at the World Bank. ‘If our counterparts are able to make use of the data for their investment or management decisions, that is a win for us. In Cebu, we are experimenting with the data to optimise traffic signal timing plans. In metropolitan Manila, the transport department has been using data to collect travel time information.’

In the Philippines, the World Bank has brought together the region’s leading ride share company Grab, which has 500,000 drivers in six countries. Grab has been united with the Korea Green Growth Trust Fund, to build an open source platform for using anonymised GPS data generated by Grab drivers. The data is being used to analyse traffic congestion at peak travel times.

The World Bank’s open data initiative is similar to other traffic monitoring products such as the Google-owned Waze, which sends real-time information to drivers through its app.

What’s the story?

Philippines’ Department of Transportation, the World Bank, National Association of City Transport Officials (North America), World Resources Institute, OECD-International Transport Forum, Grab, Easy Taxi, Le.Taxi, NDrive, Miovision, Mapzen, Korea Green Growth Trust Fund.
What has been the impact?
In essence, the project is still in its pilot stage.
However, in Cebu the partnership is experimenting with the data to optimise traffic signal timing plans. In metropolitan Manila, the transport department has been using data to collect travel time information.
Eventually the data will form a coherent strategy looking at traffic signal timing plans, public transit provision, roadway infrastructure needs, emergency traffic management, and travel demand management.

What have been the key elements of success?
In essence, the project is still in its pilot stage. To date, the partnership has seen government in developing countries make use of more efficient big data and this will allow a more structured and accurate response to traffic issues.

What has been learned?
So far, one of the main hurdles has involved shifting public sector workers away from traditional methods of data capture and onto open platform systems. Developing cities like Manila still use human monitors for collecting traffic data, which is both costly and inefficient. The World Bank is now teaching government workers how to read and interpret the data.

Who are the key contacts?
Completed by Holly Krambeck, Senior Transport Economist at The World Bank
This case study was prepared by our partners at apolitical – see separate listing for more information and to join their exciting network.

Flooding to space flights: government challenging startups to solve intractable problems

When a flood hits, how can authorities reach the people who desperately need to know?
The Scottish Environment Protection Agency (SEPA) realised it faced exactly this problem. It collects a lot of information about flooding, but much of it is aimed largely at a specialist audience of first responders, while SEPA wasn’t able to get alerts to many smaller communities.

Gary Martin, founder of the small company RiverTrack, thinks he has the answer. Using an array of low-cost sensors positioned over waterways, Martin’s system can broadcast real-time data on water levels to displays positioned in community centres, businesses or even individual homes. Two pilot projects are underway, and Martin hopes to make the devices more widely available from March.

‘The goal is to help [communities] take action earlier to improve resilience to flooding events, especially in locations where existing infrastructure is not available,’ Martin said.

The project came about thanks to the Scottish Government’s CivTech program. Run by the country’s digital directorate and first devised in 2015, CivTech connects the government to innovative SMEs. Businesses are invited to pitch solutions to advertised ‘challenges,’ such as SEPA’s, and the best are allocated funding and support to develop their ideas.

The process is designed partly to help SMEs learn about working with the public sector, while giving government a low-risk way of working with small, nimble businesses.

CivTech is the latest example of a flourishing trend. Around the world, governments and international organisations are increasingly adopting similar challenge-based models, in which they publicly advertise problems they need to solve and incentivise inventive companies to come up with the answer.

‘It’s massively accelerating,’ said Tris Dyson, director of the Challenge Prize Center at Nesta, which works with governments around the world to design prize schemes aimed at finding solutions to tricky challenges.
The European Union is increasingly adopting a challenge model for its Horizon 2020 research program, Dyson said, and the UK, Canadian and US governments all use it to varying extents. Popularity is growing in the Middle East, too. Dyson and his team will generally have as many as 12 or 13 projects running at any time.

The United States’ Small Business Innovation Research (SBIR) project is a particularly well-established, national-level example of the trend. Federal government agencies with more than $100 million dollars to spend on external R&D are required to dedicate 3.2% of their budget to projects funded through SBIR. Current challenges range from designing training simulators for the navy to finding new ways of mapping online activity on a large scale.

Meanwhile, in San Francisco, the city government is recruiting startups to tackle local problems with its Startup In Residence (STIR) program. Different departments work alongside the businesses so they can develop realistic tenders based on the challenges they have identified.

Amsterdam, The Hague and British Columbia have developed their own versions thanks to original's success.

But, cautions Dyson, a challenge-based approach isn’t suitable for every problem. It ‘more or less it works where… there is a defined problem, where there is a lack of innovation happening, and where you’ve got a pretty good idea of where innovators could be brought in to address the problem and do better than what is happening,’ Dyson said.

‘That’s not, by any stretch of the imagination, any context, if you’ve got a problem where you know who can solve it, you just pay them to solve it.’

And the challenges themselves must be carefully designed to avoid collapsing the whole initiative. While the point of this kind of scheme is to be ambitious and innovative, Dyson said that it’s possible to aim too high. He gives the example of Google’s Lunar X initiative, which offered a $20 million grand prize back in 2007 for the first privately funded team that could land and pilot a robot spacecraft on the moon to send images back to earth. This month, bosses announced that nobody was going to win the prize and shuttered the scheme. ‘They’d just been too ambitious with what they thought companies could do and what they thought the investment opportunities were for companies coming in,’ Dyson said.

‘You can also make it too easy in a sense,’ Dyson added, ‘because if the bar’s not sufficiently high then what’s the point, frankly, you’re solving a problem that doesn’t need solving.’

CivTech is gearing up for another round of bids: its third incarnation, comprising 14 challenges from public sector organisations, will be launched in first quarter of 2018.

Meanwhile, Dyson is confident that governments will continue to use the challenge prize model: ‘Its time has come,’ he said.

Apolitical is a global platform for public servants. It publishes articles about what’s working in policy making and allows public servants to connect with their colleagues around the world. It has a particular focus on government innovation.
A new app is giving policymakers the data they need at a moment’s notice. Developed by the Department for Work and Pensions digital team, the ‘Churchill’ app allows civil servants to call statistical data to their fingertips, replacing the weighty document packs they currently struggle through. Users select the data they want, in the location and time frame they need, and the app generates a clear, easy-to-understand visualisation. The project team is now developing the tool to handle data from other departments across the UK government.

Results & Impact

Previously, policymakers at the Department for Work and Pensions (DWP) would receive weighty document packs which took time to work through and understand. A 2015 report by the business analytics consultancy SAS reported that, out of over 1,000 civil servants surveyed, just 44% said that future strategy decisions are generally evidence-based. The app has received positive feedback from its current users for its ease of use, and also from external organisations which were asked to test it for its potential to transform the way government works. Many other government departments, including the Department for Transport, and the NHS are now keen for their data to be made available via the app.

The Churchill app compiles data from official sources for policymakers to see on their computers and tablets. Users narrow their selection down according to which metric they want to track, where, and for how long. The selected data is then presented in clear and easy-to-understand visualisations. The team built the app by drawing open data and official UK statistics into a central database, via each organisation’s Application Programming Interface (API). This includes employment and labour market data from NOMIS and welfare data from the DWP’s Stat-Xplore. The team plans to embed an analytics function into future versions of the app, which would allow users to highlight and manipulate data within the visualisations.

The DWP team developed the app using their existing research and development budget and it has been running since mid-2016. While coming up with the concept for the app was straightforward, building it required more effort and took significantly longer. With digital projects springing up across government, standards for any new digital product have risen. The project team has concentrated on making sure its visualisations meet these standards.

The development team is now working on a way to get data from across government departments to work through the app. Ryan Dunn, the project’s lead, believes the app could spark open data sharing across government departments and with the public.

With a new app, UK public servants can quickly and easily get the data they need to inform policymaking. With a simple interface and clear, digestible data visualisations, the Churchill app pulls relevant economic data from open and official sources into one place. It’s described by its creators as ‘data for people who don’t like data’.

Churchill was developed by the Department of Work and Pensions’ (DWP) digital team and allows policymakers to call up data to answer their specific queries. The current version of the app brings together welfare data from the DWP’s Stat-Xplore, and official labour market statistics from NOMIS.

Using drop-down menus, policymakers select the data they need – such as the number of people on jobseekers allowance – alongside the location and time period they would like to survey, and immediately generate easy-to-use visualisations.

Initially developed for the DWP, the team are now making changes which will allow the app to be used across UK government departments. Several have already requested that their data be made available via the tool.

‘We want to facilitate open policymaking,’ said Ryan Dunn, head of data science at the DWP Digital hub in Newcastle, where the app was developed. ‘Policymakers from different government departments are picking up their iPads and having conversations using Churchill to explore relevant data for policy design.’

UK government departments have used data to inform policymaking for many years, but many policymakers still have problems accessing and using data. A 2015 report by the business analytics consultancy SAS reported that out of over 1,000 civil servants surveyed, just 44% said that future strategy decisions are generally evidence-based. David Halpern, head of the government’s Behavioural Insights Team, which pioneered large-scale data analysis to inform its decisions, has stressed the need for empirical policymaking: ‘It’s a perpetual testing and
improving, a kind of restlessness, and there are very few places that are any way down that road.’

Before Churchill, policymakers at the DWP had to request customer information from analysts. They would receive this in large document packs that took time to work through and which and sometimes didn’t answer all their questions, making follow-up requests necessary.

Churchill means policymakers can interpret the data themselves. Describing how the app works, Dunn said: ‘We draw data in from various sources using APIs, store it in a database and present it visually using what, where, and when principles. When could be looking at trends, or a specific point in time. Where would be various different geographies, local authorities or parliamentary constituencies.’

The app allows policymakers to experiment quickly and easily without waiting for relevant data to be prepared for them or having to search for it from various disparate sources.

‘We’re pushing culture change in terms of the way that people consume and interact with data,’ said Dunn. ‘Policymaking is a very investigative and iterative process: finding trusted data, putting it into an application to examine it, and then deciding whether it is what you need. Users from HM Treasury have described the frustrating inefficiency in this process – downloading data, mapping it and redoing it. Churchill makes this whole process much more slick.’

Dunn’s team began to develop the app in mid-2016, using the existing research and development budget for DWP Digital. The team has been in constant dialogue with DWP policymakers to help fit the app to their needs.

‘This is a digital open data product which we’re developing into a service,’ said Dunn. ‘We started by understanding user needs, sitting with a lot of policymakers and analysts and understanding their relationship with data and how they interact with it.’

Dunn’s team has been soliciting feedback from governmental departments, external organisations, and the users themselves, who can use the app itself to submit feedback.

‘We’ve had really positive feedback, which I think about on two levels: the potential and the here and now,’ said Dunn. ‘Full Fact [the UK’s independent fact-checking charity] for example are very impressed with the potential for the service to set a new standard for publishing data online.’

‘Users from HM Treasury have talked about how intuitive it is to use, and the value of the Agile approach in being responsive and reactive to their needs, and iterating to introduce new data and new features. We’ve also had a lot of positive comments on how the clean visual presentation makes the data easier to consume,’ said Dunn.

So far, officials from the National Health Service and the Department for Transport have expressed their interest in the app.

‘We’re pushing culture change in terms of the way that people consume and interact with data’

There have been challenges along the way. With the government developing ever more digital products, standards have risen in the past few years. While the utility of the app was clear, developing it has been more difficult, and has taken time. ‘Conceptually it’s quite a simple thing but on a practical level actually building the infrastructure behind it has been quite time-consuming,’ said Dunn.

The team now hope the Churchill example could lead to a wider use of data in government. The project fulfills many of the aims of the Cabinet Office’s Open Policy Agenda, which encourages civil servants to create policy iteratively by testing their proposals against data as they go forward.

Dunn hopes the app will also encourage data sharing across boundaries. ‘Having data from different government departments sat alongside each other in a way they can be compared easily makes sense, and we’re working to keep the interface as intuitive as possible,’ he said. ‘We’re working with Government Digital Service to consider how we may incorporate the work being done on registers and with the ONS (Office for National Statistics) on some of their work on future APIs.’

Apolitical is a global platform for public servants. It publishes articles about what’s working in policy making and allows public servants to connect with their colleagues around the world. It has a particular focus on government innovation.
Winning London Borough of Culture without a project plan
– Waltham Forest’s agile story

Introduction

A few weeks into a major project in July 2017 – a campaign to become the first London borough of culture – the project leads decided to...’ditch the project plan’. The London Borough of Waltham Forest’s goal was simple: ‘to make a win inevitable’. The only problem was how – and this was uncharted territory.

Nobody, let alone their small team, had tried anything like this before. But they recognised that the project plan they’d just binned was essentially ‘made up’ – a façade designed to help them fool one another into believing they knew what they should be doing. So, when they did the rip up the plan, they found themselves liberated to develop a radically different type of project organisation, leadership style and organisational culture.

On 27 February 2018, Waltham Forest found out it was going to become London’s first Borough of Culture. After many months of blood sweat and tears, they’d done it; they’d smashed it out of the park, they’d won.

The essence

You might assume that Waltham Forest won the competition to become the first London Borough of Culture (a concept inspired by the European capital of culture) because they ‘threw more money at it’ than the other 21 applicants. Not so. What set Waltham Forest apart was their approach to achieving their aspiration.

Rather than running their campaign with a leviathan of project plan in the gas tank, they embraced an Agile approach, in leadership, process and in style. They trusted that if they set boundaries, were responsive and pivoted when needed, together with the community, they would ‘figure it out’.

And that’s exactly what they did. They experimented, reached out to the community and responded to the opportunities and creativity their campaign stirred up (and it stirred up a lot).

The approach meant they needed a different kind of project organisation; one that contrasted with the way in which ‘normal’ public services projects are typically delivered in three ways. Waltham Forest realised they needed to:

1. provide a space for staff and citizens to develop the outcomes; set boundaries, but give them a lot of freedom
2. experiment unflinchingly, and when (not if!) things failed, recognise it early and fix it quickly; and most importantly
3. communicate to unleash excitement and creativity; when the response came, follow the community’s energy and passion, facilitate, help and structure it in order to develop real community-owned outcomes.

The case

Two weeks before the Mayor of London announced the winning bid, the project team found themselves in the deeply uncomfortable position of asking themselves: ‘hang on, having managed to get so many people passionately engaged with our proposals, what on earth are we going to do if we don’t win?’. Expectations were high, and having built ‘off the scale’ momentum and good will across the borough, the team were terrified that losing, would send the morale of staff and citizens, into a nose dive.

What an odd (or maybe privileged is a better word) position to be in? Staff, service users, and citizens, rooting for the project to succeed. Passionately believing that winning would genuinely improve the lives of the borough’s residents. Forgetting the fear of failure for a moment, it’s worth exploring how the team created the environment they found themselves operating within?

Freedom to achieve objectives but with clear boundaries

The project team were given the freedom to define and decide how they would achieve their goal; how they’d bring the bid home to the borough. But this freedom came with clear boundaries delivered from ‘on high’:

1. Rather than having to balance a handful of projects each, bid team members needed to be dedicated to the bid. They needed to live it and breathe it;
2. Every day the team needed to ‘huddle’, a quick meeting to:
   a. identify barriers and to address them with the senior sponsor (who would reliably be in the room);
   b. to review work delivered to date;
   c. to spot changes in the shifting landscape; and to
3. prioritise the next day’s work with the input of the senior sponsor.
3. The team’s work had to be focussed around five ‘bid aspirations’, the non-negotiable outcomes that senior leaders, staff, service users and citizens had designed together. If a piece of work or initiative didn’t contribute to one of these aspirations, it too, was ditched.

It’s worth noting that various other people joined ‘the daily huddle’ and in the last few weeks of the bid, people were being pulled in from left right and centre. However, to keep decision making effective and manageable, the lead sponsor asked people to leave (harsh!) whenever their part was done. In many organisations, people would think twice to ask a senior person to leave a meeting. In Waltham Forest, this behaviour was regarded as perfectly sensible, especially by the chief executive! Hierarchy was secondary to the goal.

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**Fail, and fix fast**

The team embraced the attitude of **fail, and fix fast**. Experimentation was encouraged, recognising that many of their ideas and initiatives, at least at first, just wouldn’t work. At the start of the journey, recognising they didn’t have professional bid writers in-house, the team bought them in. However, they soon realised their ‘guns for hire’ simply couldn’t authentically reflect the style and culture of their borough. After a few weeks, they took bid-writing back in-house.

**Stir up excitement, then respond quickly and facilitate**

Of course, you can’t instruct the community to participate. You can only engage, excite, wait… and hope for a response. In Waltham Forest’s case, the response came. Rather than beating their heads against a post trying to get people involved, rather than ‘pushing’ their plan on the community, they quickly found they had people knocking on their door to get involved. The community was ‘pulling’ expertise from the team to help them self-organise and turn their ideas into something tangible. Although the team were responsible for ‘pulling together the bid’, and running the campaign, the ideas, opportunities, feedback and sometimes issues, came from the community. And when the community engaged, the bid team were there to respond. When an artist would call in the evening with a great idea (they invariably do…) they picked up the phone. They didn’t take two months to reflect and respond, they responded the same day, and maintained the momentum they’d created as a result.

The purpose of their campaign was to unleash excitement and creativity, but having done so, the team were ready to facilitate, helping the community to shape, and own the outcomes and changes they wanted to see in their own community. They did the exact opposite of saying ‘thank you for your input, and we’ll take it from here’.

**Conclusion**

Developing a bid to become the London Borough of Culture was not something anyone had any experience of. As it was a brand-new initiative, Waltham Forest didn’t have a template project plan with a set of tried and tested activities. They realised along the way they just had to ‘figure it out’. And rather than do the tempting thing (figure it out alone, and probably in secret), they had to find the courage to do the ‘figuring out’ together, with community.

Public services often find themselves in the position of doing things that simply haven’t been done before; they find themselves in unchartered territory. And on these occasions, developing, and trying to follow a masterfully colour coded project plan won’t cut it. The plan might give project managers, senior leaders and politicians the feeling of control, but that feeling is illusory.

The approach Waltham Forest used when faced with the unknown, could be used in countless other situations. Complex problems that require creative, flexible and fundamentally new solutions can’t be solved by locking a few experts in a room. Fortunately, public servants whose first thought in tomorrow’s 9am is: ‘hang on, we haven’t really done this before have we?’ do have another option. But taking this approach requires those public servants, and their organisations to ask three searching questions of themselves:

1. **Sure, we’ll need to set some boundaries, but having done so, can we let go and create the space to genuinely engage, excite and trust staff, service users and residents to develop creative solutions to our problem together?**

2. **Of course, some things (and most things initially) won’t work out. That’s fine. But can we create an environment where our organisation can park its fear of failure (accepting it as an inevitable part of the process), recognising it early, either stopping or pivoting to take a different course?**

3. **When those outside our flock come up with great ideas, can we quickly facilitate, provide help and structure, or just say no, and explain why? Can we also resist the temptation to either take over or say ‘thank you, we will consider it and get back to you in two months’ time’? Can we be agile, and make it happen?**

For those public servants who can honestly answer ‘yes’ to these questions, there’s light at the end of the tunnel. Rather than continuing to pretend we all have the solutions to the complex challenge we face on a daily basis (we don’t), taking an agile approach (as Waltham Forest have shown) might just help us all, ‘figure it out’.

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**Who are the key contacts?**

Matt Barnaby, Director, Basis Ltd – matt.barnaby@basis.co.uk, 07791005215 or the office James Partis, James.Partis@walthamforest.gov.uk
The Public Service Transformation Academy

The PSTA was established as a not-for-dividend social enterprise partnership in 2016 to drive better outcomes by developing the capability of organisations that deliver public services to collaborate, innovate and lead – to transform themselves.

The PSTA came together as the delivery partner of the Cabinet Office Commissioning Academy (on behalf of DCMS) and the custodian of the Public Service Transformation Network’s knowledge resources.

Realising outcomes collaboratively

The diverse membership and ethos of the PSTA reflects our recognition that, to realise better outcomes, the different professions and operations that serve the public must speak each other’s languages and create shared understanding. The work of transforming systems to realise better outcomes is inherently and inevitably multi- and inter-disciplinary.

Partners in the PSTA include charities, social enterprises and commercial businesses – each bringing their own networks of expertise and insight: RedQuadrant is the lead partner and delivery partners include the Whitehall & Industry Group (lead delivery partner), NCVO, E3M, TSIP, Basis, Numbers for Good, the Alliance for Useful Evidence (part of Nesta), LocalGov Digital, Collaborate, Browne Jacobson LLP, and members of the former Public Service Transformation Network.

What should the PSTA do to support public service transformation?

The top five most valuable things that the PSTA could do:

1. develop the transformation offer
2. leadership training and coaching
3. share learning, good practice, case studies
4. encourage and/or facilitate collaboration across public sector bodies
5. campaign for government to create a better environment for transformation

We’re not sure about number five – we probably prefer to bear witness than to campaign – but all the top four are in place!
To drive better public outcomes, we enable public services to **transform themselves**. We build capacity and work primarily with leaders in the emergent space between ‘cutting edge’ ideas and commoditised, codified methods.

We aim to:

- ‘do ourselves out of work’: create the capability and capacity so that we are not needed any more;
- develop organisations and sectors – not just individuals (but, of course, we work first with individuals); and
- build self-supporting networks of public service leaders.

We work for public services not just the public sector, and with all those who can be influential in achieving positive outcomes.

We seek to be influential to steer effective public service transformation.

Our space is unique:

- we don’t represent anyone or any sector, we don’t have government mandate beyond our Commissioning Academy concession contract, we don’t need to ‘defend territory’; we can be collaborative not competitive.

- we actively support and promote everything, every organisation, and every event that’s useful to enable public service transformation.

PSTA partners are selected for their unique offers in this space, and we support and promote aligned organisations.

We aim to be a successful, self-funding social enterprise – we cannot distribute surplus, so we will reinvest in-year.

**Commissioning Academy**

The Commissioning Academy is designed to give organisations the tools, techniques and confidence to approach the most challenging issues facing communities in a collaborative, creative and evidence-driven way. The Commissioning Academy is delivered through two models:

- National Commissioning Academies – run three times a year, any organisations delivering service to the public may apply
- Custom Commissioning Academies – are designed with a sponsoring organisation to focus on a locality or theme.

Each Commissioning Academy takes place over five full days spread over four months comprising masterclasses, expert speakers, a site visit, peer-to-peer challenge and practical action planning to apply commissioning practices to the pressing issues facing each organisation.

‘**It’s a worthwhile investment. I found it a really useful experience. Coming into it with other people from your organisation, makes a big difference in terms of being able to go back into the office and think about what you’ve taken from each of the sessions and each of the site visits and translate that into what might you do differently within your organisation.**’

Assistant Director, Adult Social Care and Health, Barnet

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**Based on a survey of participants in past programmes:**

- 98 per cent of those surveyed reported making useful connections
- 91 per cent said it was a good or excellent use of their time
- 88 per cent said that the Academy was either good, or excellent value for money
- 91 percent report the academy was either relevant or highly relevant to learning needs
- 87 per cent said they would recommend the academy to their colleagues and peers.

‘**Thank you so much for an inspirational programme that has allowed us to think differently to provide innovate projects to engage volunteers – where they feel valued and supported. You definitely helped to get rid of the ‘cob webs’ by introducing new methods and ways of driving forward and presenting change in a positive and acceptable way.’**’

Senior Manager, East of England Ambulance Trust
Service Transformation Programme

The Service Transformation Programme is designed to develop organisations’ internal capability to deliver sustainable change and address the challenges facing public services. Learning is achieved through simulations, exercises and live examples.

‘I speak for the management team when I say that we have found your advice, support and inexhaustible energy and optimism hugely helpful over the past few months in identifying several of our problem areas and implementing solutions.’ Head of Service, London Borough of Waltham Forest

Digital Analytics Programme

The digital analytics programme is a peer-to-peer knowledge sharing network for local authorities aimed at helping members implement new customer contact and service delivery models and realise benefits from digital technology.

‘One instant change is that we have used the data to make a case for changing some of our service KPIs that are outdated, but have been seen as ‘not to be touched’ by senior figures. The benchmarking data has helped make the case.’ Andrew Fellowes, Sheffield City Council

Leading Transformation Programme

The Leading Transformation programme is designed to give participants all the theory, models, tools, and learning you need to be a successful transformation leader. The 24 learning modules take you on a journey through all the key skills for leading transformation, including system thinking, behavioural insight and demand management. The online learning is supported by webinars, action learning to apply the thinking, in-business support, learning review, a simulation, and hundred day play implementation.

‘Throughout the Leading Transformation Programme it was really beneficial working with other key colleagues and making links between different States of Guernsey departments, so there was a real benefit of having that rich mix of different knowledge and expertise.’ Dermot Mullin, Head of Adult Social Care, States of Guernsey

‘What I liked about the programme particularly was that I could study at my own pace and fit it around my work. Revisiting the things I have done in past courses and picking up new hints and tips about what is being done today, as supposed to what I have covered several years ago is beneficial for my day-to-day business.’ Ed Ashton, Deputy Chief Office, Social Security Department, States of Guernsey

Coaching and Mentoring and shadow consulting for transformation

The PSTA’s coaching practice supports individuals to improve their thinking, behaviours and performance. It is rooted in the latest discoveries from neuroscience and focuses on helping individuals become aware of their mental ‘hard wiring’ and learn how to make new connections. Working with a coach can give individuals the really powerful lift that they need to get the results that they want.

‘The response from managers has been overwhelmingly positive. Not only are we seeing direct improvements in leadership behaviours but managers have valued the coaching experience as an opportunity to develop personally and as a leader; and this has positively affected their view of the authority.’ Paul McChrystal, Head of Workforce Development, Leicester City Council
it doesn’t have to be this way

The public service: state of transformation conference from the Public Service Transformation Academy

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