



SOCIAL IMPACT BONDS: FROM MYTH TO REALITY

East of England Regional
Conference

25 January 2018

Girton College, Huntingdon Road, Cambridge, CB3 0JG

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Welcome

I am delighted to welcome you to the **Social Impact Bonds: from Myth to Reality** conference. This is GO Lab's first regional event and we are truly delighted to be co-hosting the conference alongside the East of England Local Government Association, Norfolk County Council and Suffolk County Council.



There has been a lot of hype around social impact bonds (SIBs) over the past few years. Whilst some evidence about their impact is starting to emerge, many myths have grown around them. As an independent centre for outcome based commissioning and social impact bonds, we see it as our mission to help distil fact from fiction and share that knowledge with practitioners on the ground, so that the commissioning of public services is more efficient and effective, delivering additional social impact and value.

I hope you will use the conference as a chance to discuss with your colleagues from across the region the shared challenges and opportunities that come with developing a social impact bond, and explore together how you might develop sustainable approaches that build on the excellent local expertise. In hosting this conference, we hope to sow the seeds for a thriving community of practice brought together by a shared commitment to cutting edge approaches to improving public services for those most vulnerable in our society.

I very much look forward to welcoming you to the conference.

Best wishes,

Nigel Ball
Deputy Director and Head of Commissioning Support
Government Outcome Lab
Blavatnik School of Government

About the GO Lab

The Government Outcomes Lab is a centre of academic research and practice based at the Blavatnik School of Government at the University of Oxford.

Our mission is to improve the provision of public services, with a focus on outcome based models.



Through rigorous academic research, the GO Lab seeks to deepen the understanding of outcome based commissioning and provide independent support, data and evidence on what works and what does not. Underpinned by its research, the GO Lab provides practical on the ground support to local commissioners, through a mix of in-person and executive education.

The GO Lab was established in 2016 as a joint partnership between the University of Oxford and the UK Government. The GO Lab is based in Oxford and is led by a small team of academics and practitioners, supported by a wider network of Fellows of Practice.

You can read more about our work at golab.bsg.ox.ac.uk.
To get in touch with us, you can email us at golab@bsg.ox.ac.uk.



@ukgolab

#SIBsMythReality

Programme

- 09.30** **Arrival and registration**
- 10.00** **Welcome remarks**
- Cllr Keith Kiddie, *Chair of the Business & Property Committee, Norfolk County Council*
- James Magowan, *Senior Policy Advisor, Department for Digital, Culture, Media & Sport*
- Mara Airoidi, *Director, GO Lab*
- 10.20** **Social Impact Bonds: state of play & why use SIBs**
- Mara Airoidi, *Director*, Nigel Ball, *Deputy Director and Head of Commissioning Support*, Andreea Anastasiu, *Associate, GO Lab*
- 11.00** **Learning from current practice:**
- Manchester Treatment Foster Care SIB, Jock Rodger, *former commissioner, Manchester City Council*
 - West London Zone Collective Impact Bond, *Nigel Ball*
- 12.15** **What makes a good SIB?**
- Mara Airoidi and Nigel Ball, *GO Lab*
- 12.45** *Lunch*
- 13.30** **Parallel workshop sessions:**
- Deciding if a SIB is feasible. *GO Lab*
 - Developing your SIB. *Suffolk CC, Norfolk CC, GO Lab*
- 14.30** **Social investment and the role of social investors in developing a SIB**
- Neil Stanworth, *Director, ATQ Consultants*
- Andrew Levitt, *Partner, Bridges Fund Management*
- 15.30** **Next steps and closing remarks**
- 16.00** **Close**

Venue information

Girton College

Huntingdon Road
Cambridge
CB3 0JG

Map



Travel directions

GIRTON COLLEGE Directions



Travelling North along the M11

Continue past Cambridge on the M11 and onto the A14. Keep going past the Crematorium until you can exit left, signed Dry Drayton with a flyover. Travel over the A14 and follow signs for Cambridge and continue on to the A1307 until you reach the 40mph zone and Girton 'Cloisters' entrance.

Travelling West along the A14

Continue past Cambridge until you see left exit for Huntingdon and the Midlands. Follow this round and continue along the slip road over the motor way and onto the A14. Stay on this travelling away from Cambridge.

Keep going past the Crematorium until you can exit left, signed Dry Drayton with a flyover. Travel over the A14 and follow signs for Cambridge and continue on to the A1307 until you reach the 40mph zone and Girton 'Cloisters' entrance.

Continue past this entrance and on to the first set of lights, turn left onto Girton Road, continue round until you see the sign for the **Woodlands Door**.

Follow sign for parking and make your way to the **Woodlands Door**.

Continue past this entrance and on to the first set of lights, turn left onto Girton Road, continue round until you see the sign for the **Woodlands Door**.

Follow sign for parking and make your way to the **Woodlands Door**.



Visitor Parking
follow signs and map
to Mare's Run Car Park

Travelling South along the A14

Continue along the A14 to Cambridge and continue left onto the A1307 until you reach the 40mph zone and Girton 'Cloisters' entrance.

Continue past this entrance and on to the first set of lights, turn left onto Girton Road, continue round until you see the sign for the **Woodlands Door**.

Follow sign for parking and make your way to the **Woodlands Door**.

Travelling East along the A428

After you have passed the Cambourne development, exit roundabout left, towards Dry Drayton.

Continue through Dry Drayton and follow signs for Oakington.

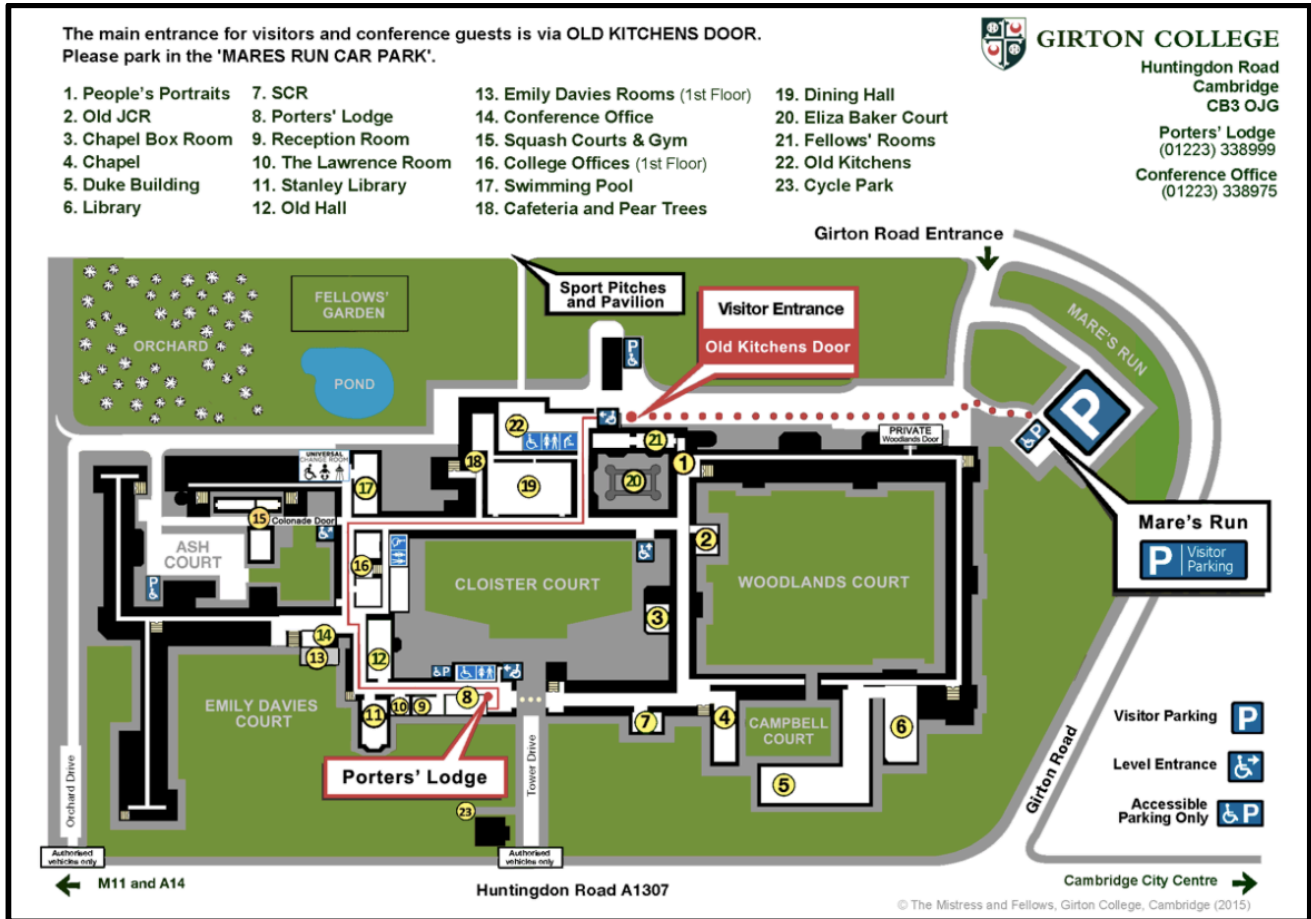
This road will take you over the A14.

Follow signs for Cambridge and continue on to the A1307 until you reach the 40mph zone and Girton 'Cloisters' entrance.

Continue past this entrance and on to the first set of lights, turn left onto Girton Road, continue round until you see the sign for the **Woodlands Door**.

Follow sign for parking and make your way to the **Woodlands Door**.

Girton College site map



For further travel directions, please visit the Girton College website:

<https://www.girton.cam.ac.uk/finding-your-way-around/girton-college/getting-to-girton-college>

Speaker profiles

Mara Airoidi
Director
Government Outcome Lab

Mara is an Economist and Decision Analyst by background and holds degrees from Bocconi University in Milan and the London School of Economics and Political Science.

Her research is motivated by a desire to improve decision making in government, with a special interest and extensive expertise in the field of healthcare. Mara is one of the lead developers of the STAR toolkit, a socio-technical approach sponsored by the Health Foundation to improve resource allocation in healthcare organizations.

Mara has worked extensively with managers of the English and the Italian National Health Systems. She has also consulted for the Ministry of Health and Long-Term Care in Ontario (Canada), the Home Office, the Ministry of Defence and the (then) Department for Environment, Food and Rural Affairs in England, NATO and the Global Fund to fight Aids, Tuberculosis and Malaria.



Nigel Ball
Deputy Director and Head of Commissioning Support
Government Outcome Lab

Nigel is part of the Government Outcomes Lab, where he leads the work of engaging government commissioners and other practitioners in the research and best practice generated by the team.



Prior to joining the GO Lab, Nigel was part of the founding team of West London Zone for Children and Young People, where he set up a

'Collective Impact Bond', which leveraged multiple public and private sources of funding to be paid when the children supported achieve positive results.

Nigel's previous roles include being the Head of Innovation at Teach First, the leading education charity, and supporting social entrepreneurship in East Africa. He is a passionate advocate of innovative approaches to generating social impact, and better aligning social and financial value. He is also a qualified teacher, having learnt his craft in a secondary school in Eccles, Manchester. He holds a first class BA in English and Linguistics from the University of York.

Jock Rodger
Consultant (formerly Strategic
Lead Commissioner at
Manchester City Council)

Jock Rodger is a self-employed consultant following his recent retirement from Manchester City Council, where he was Strategic Lead Commissioner for five years with specific responsibility for the commissioning of services for looked after children and for adults with diagnosed mental ill health.



He has had a particular interest and involvement in the development of two Social Impact Bonds. Such spare time as he has is spent cycling, enjoying his grandchildren and spending time with his wife.

Neil Stanworth
Director
ATQ Consultants

Neil Stanworth is a founding Director of ATQ Consultants, a boutique consultancy specialised in outcome based commissioning including payment by results and Social Impact Bonds (SIBs); and the use of social investment to support new models of public service delivery by the social sector.



Neil has worked extensively with both commissioners and providers to develop SIBs and other outcome based contracts, and is also supporting the evaluation of the Commissioning Better Outcomes (CBO) Fund, working in partnership with Ecorys UK.

Neil's experience and expertise in outcomes-based commissioning build on more than 25 years involvement in the reform and improvement of public services, with a particular focus on complex commissioning and contracting with both the private and social sectors.

Andrew Levitt
Partner and Head of Social Impact Bonds
Bridges Fund Management

Andrew is the Partner responsible for Social Impact Bonds at Bridges Fund Management. In this role, he manages the delivery of 15 Social Impact Bond projects, three of which have now completed and delivered significant social impact and positive returns to investors.



Andrew was previously CEO of a social enterprise MicroCred Banque, the largest microfinance bank in Madagascar, and a member of the supervisory boards of the leading microfinance banks in Senegal and China. Prior to his work in social enterprise, Andrew spent eight years working in cooperatives and mutual businesses in the UK, driving operational and financial performance, and wider stakeholder impact. He is a mentor for the On Purpose Associate programme, which helps talented young people to work with leading social enterprises in the UK.

Andrew has also worked as a strategy consultant for McKinsey and Company. He read Mathematics and Philosophy at Oxford, and holds an MBA from INSEAD.

Organising committee

We would like to thank all the members of the organising committee for their invaluable support and hard work in putting together this conference:

Nigel Ball, GO Lab

Andreea Anastasiu, GO Lab

Claudia Garcia Munoz, GO Lab

Christie Economy, GO Lab

Cecilia Tredget, East of England Local Government Association

Jayne Cole, East of England Local Government Association

Graham Phillips, Norfolk County Council

Andrew Cuthbertson, Suffolk County Council

Lucy Hogg, Voluntary Norfolk

Karen Gibson, Norfolk County Council

Suzanne Lowe, Department for Digital, Culture, Media & Sport

Delegates list

Adam Coutts, Senior Research Fellow, *University of Cambridge*

Alan Hopley, CEO, *Voluntary Norfolk*

Aleksandra Mekan, Head of Community Services and Integration, *CPCCG*

Carrie Gamble, Commissioner, *Peterborough City Council*

Cathy Kenney, Head of Service Delivery, *Break*

David Hynes, CEO, *Norwich Charitable Trusts*

Felicity Simpkin, Associate Director, *Addaction*

Fiona Marshall, Chief Executive, *Maldon District Council*

Gemma Morgan, Skills Operations Manager, *Suffolk County Council*

Hilary Richards, CEO, *Break*

Ian Ambrose, Group Manager – Financial Management, *Southend-on-Sea Borough Council*

Inez Smith, Head of Operations, *Peterborough Council for Voluntary Service*

Isabelle Gregory, Director, *Firstcare Consultancy*

James Murphy, Operations Director, *Lincolnshire Community Foundation*

James Magowan, Senior Policy Adviser, *DCMS*

Jan Jakub Wagnanski, Chairman of the Board, *The Unit for Social Innovation and Research “Shipyard”*

Jane Moakes, Head of Strategic Commissioning, Social, *Central Bedfordshire Council*

Janet Fogg, Climate Change Officer, *Cambridge City Council*

Jessica Garner, Health and Wellbeing Programme Manager, *Public Health England*

Judy Garrett, Service Development Manager, *Norfolk County Council Children Services*

Katarzyna Pliszczynska, Project Manager, *The Unit for Social Innovation and Research “Shipyard”*

Katrina Browning, Senior Commercial Business Partner, *Suffolk County Council*

Kim Gisby, *Essex County Council*

Lewis Firman, Senior Probation Officer, *National Probation Service*

Lysanne Eddy, Head of Policy, Engagement & Communication, *Southend-on-Sea Borough Council*

Mariko Nishimura, Professor, *Meiji-Gakuin University*

Matt Jones, External Funding Specialist, *Suffolk County Council*

Mike Harrowven, Chair and Director, *Foundation East*

Neil Shaw, Strategic Director, *Great Yarmouth Borough Council*

Pascal Fallas, Strategy & Planning Officer, *Norfolk County Council*

Paul Riley, Executive Director, *Outcomes UK*

Paul Oliver, MD, *Conduco Consulting Ltd*

Paul Martin, CEO, *The Matthew Project*

Peter Catchpole, Assistant Director, Resources, *South Norfolk Council*

Peter Gosling, Head of Social Enterprise Development, *East Coast Community Healthcare CIC*

Richard Collins, Creative Director, *Sortified CIC*

Robert Pollock, Director, *Social Finance*

Stephanie Stearman, Commissioning Manager, *Office of the Police and Crime Commissioner of Norfolk*

Stuart Durrell, Senior Employer & Partnerships Manager, *DWP – East Anglia*

Sue Green, Strategic Lead Children’s Commissioning, *Thurrock Council*

Susan Ringwood, Chief Executive, *Age UK Norwich*

Tim Allard, Chief Executive, *Norfolk Family Carers*

Tim Hoyle, MANOP Head of Service, Central Bedfordshire Council

Tom Humphries, Head of Contracts – Performance, *The Matthew Project*

Tom Jefford, Director, Family Psychology Mutual

Tony Ing, Chief Executive, *The Benjamin Foundation*

Vicky Day, Head of Prevention and Rehabilitation, *Office of the Police and Crime Commissioner for Norfolk*

Zoe Redfern-Nichols, Assistant Commissioner, *Peterborough City Council*

