



INNOVATION IN OUTCOMES-BASED COMMISSIONING

West Midlands Regional Conference

22 May 2018

The Signing Tree Venue, Deaf Cultural Centre, Ladywood Road
Birmingham, B16 8SZ

Table of Contents

WELCOME	3
ABOUT THE GO LAB	4
PROGRAMME	5
VENUE INFORMATION.....	6
SPEAKERS	9
DELEGATES LIST	14
ORGANISERS	18
NOTES.....	19

Welcome

I am delighted to welcome you to the **Innovation in Outcomes-Based Commissioning** conference. We are truly delighted to be co-hosting the event alongside the West Midlands Combined Authority, Improvement and Efficiency West Midlands, the Department for Digital, Culture, Media & Sport and Big Society Capital.

Public services across the country are facing unprecedented challenges, and the West Midlands are no exception. As demand for services is going up and budgets are shrinking, outcomes-based approaches to commissioning, such as social impact bonds (SIBs), have emerged as potentially useful tools. Proponents claim these approaches can improve the delivery of public services by fostering greater collaboration across multiple commissioners and delivery organisations, and by enabling a wider adoption of preventative and innovative models of service delivery. However, detractors point to the perceived complexity of these approaches and ambiguity around the role played by third parties such as social investors.



This conference seeks to explore the opportunities for public service managers in the West Midlands to benefit from these newer approaches to commissioning and service delivery, and clarify the main benefits and challenges as compared to more traditional ways of delivering public services. In particular, it will seek to build on existing examples of best practice across the region and beyond to highlight how public authorities in the West Midlands might tackle complex social problems such as children on the edge of care, long-term health conditions, mental health, and adult social care.

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 outcomes-based approaches 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
The Government Outcomes Lab

About the GO Lab

Our mission

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 outcomes-based models.

Through rigorous academic research, the GO Lab seeks to deepen the understanding of outcomes-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 who are developing outcome-oriented models of public service provision.



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.

Resources for commissioners

Our digital knowledge hub provides a wide range of resources for practitioners developing outcomes-based approaches:

- **Technical guidance:** <https://golab.bsg.ox.ac.uk/technical-guides/>
- **Social Impact Bonds projects database:** <https://golab.bsg.ox.ac.uk/project-database/>
- **Step-by-step commissioners' journey:** <https://golab.bsg.ox.ac.uk/commissioning-journey/>

If you are seeking guidance on your specific project, you can book an advice surgery with the GO Lab: <https://golab.bsg.ox.ac.uk/advice-surgeries/>

To access these resources, as well as other information about our events, news and publications, please visit our website: golab.bsg.ox.ac.uk.

Get in touch

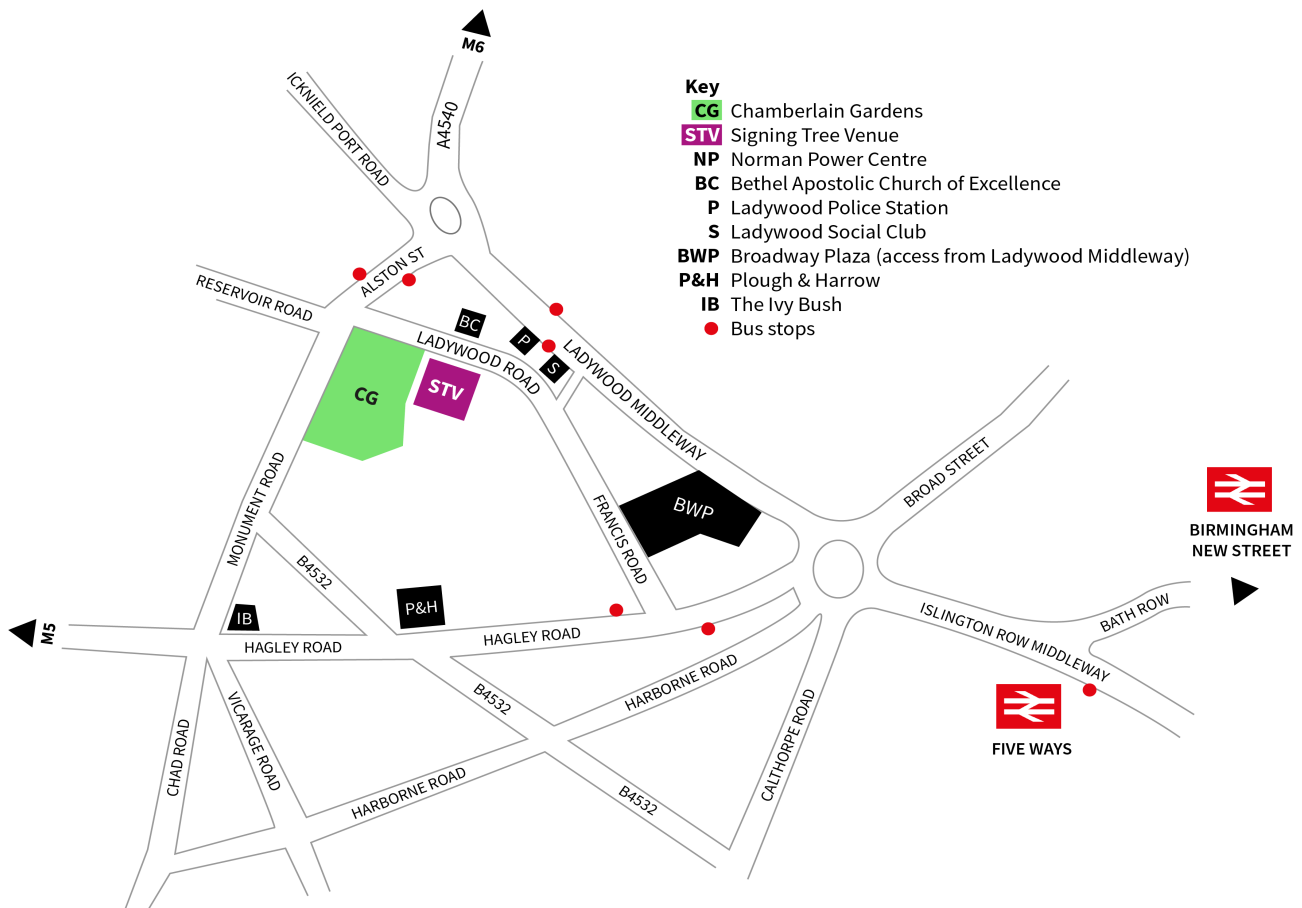
If you have any questions about our work or any suggestions about how we might best support commissioners, please get in touch with us at golab@bsg.ox.ac.uk.

Programme

09.30	Arrival & registration	
10.00	Welcome remarks <ul style="list-style-type: none"> Nigel Ball, <i>GO Lab</i> James Magowan, <i>Office for Civil Society, DCMS</i> 	
10.10	Keynote address <ul style="list-style-type: none"> Claire Dove, <i>Crown Representative for VCSE</i> 	
10.20	Setting the context: outcomes-based commissioning & social impact bonds <ul style="list-style-type: none"> Eleanor Carter, <i>GO Lab</i> Robert Pollock, <i>Social Finance</i> Katy Pillai, <i>Big Issue Invest & GO Lab Fellow of Practice</i> 	
11.00	<i>Coffee break</i>	
11.15	Parallel Sessions I:	
	Homelessness <ul style="list-style-type: none"> Rashid Ikram, <i>Birmingham City Council</i> Vanessa Newey, <i>Rewriting Futures Programme, St Basils</i> Duffield Room	Health and wellbeing <ul style="list-style-type: none"> Tara Case, <i>Ways to Wellness</i> Mark Ellerby, <i>PSIAMS Systems</i> Simister Hall
12.15	Parallel Sessions II:	
	Children's social care <ul style="list-style-type: none"> Paul Riley, <i>Outcomes UK</i> Duffield Room	Mental health <ul style="list-style-type: none"> Nicola Bromage, <i>Stafford and Surrounds CCG</i> Adam Swersky, <i>Social Finance</i> Simister Hall
12.45	<i>Lunch</i>	
13.30	Why cross-sector collaboration matters for public service reform in the West Midlands <ul style="list-style-type: none"> Henry Kippin, <i>West Midlands Combined Authority</i> 	
13.45	Designing a robust outcomes-based contract: the theory <ul style="list-style-type: none"> Eleanor Carter, <i>GO Lab</i> 	
14.00	Designing a robust outcomes-based contract: the practice Please join one of the workshop sessions: <ul style="list-style-type: none"> Health & wellbeing (Duffield Room) Children's services (Ashton Room) Homelessness (Elm Room) 	
15.25	Building a community of practice <ul style="list-style-type: none"> Nigel Ball, <i>GO Lab</i> 	
15.45	Closing remarks	
16.00	Close	

Venue information

The Signing Tree Venue
 Deaf Cultural Centre
 Ladywood Road
 Birmingham
 B16 8SZ



By Car – from M6

SAT NAV: B16 8SZ

Leave at Junction 6 and follow the A38(M) into Birmingham. Keep over to the right lane. After approximately 2 minutes, the motorway ends. Stay on the right lane immediately going over the flyover (A38) then under 3 tunnels. After the 3rd tunnel, proceed for about 400 yards to traffic lights and turn right (McDonalds is on the opposite corner). Proceed up the hill (A4540: Lee Bank Middleway) until you get to the large Five Ways Island. Take the 3rd exit into Ladywood Middleway. Proceed for approximately 200 yards until just after the pedestrian crossing and turn left onto Leyburn Road. At the end of this one way road, turn right onto Ladywood Road. The Signing Tree Venue (within the Deaf Cultural Centre) is 150 yards on the left.

By Car – from M5

SAT NAV: B16 8SZ

Leave at Junction 3 and follow the A456 into Birmingham. After approximately 5 miles, stay on the left lane and you will pass lots of traffic lights. At one of them, you will notice The Ivy Bush public house ahead of you on the left, turn here onto Monument Road. Take the 3rd right turn onto Ladywood Road. The Signing Tree Venue (within the Deaf Cultural Centre) is clearly visible on the right.

By Train

The nearest stop to get off the train is at Five Ways.

Leaving Five Ways by Foot:

When you come out of the station, turn left towards a large island (Five Ways) and go down the subway. Take the 2nd exit (to come out of the subway) and right onto Francis Road, which will become Ladywood Road. The Signing Tree Venue (within the Deaf Cultural Centre) is on the left.

When arriving at New Street, Moor Street or Snow Hill train stations, all have taxis available outside the station.

Parking information

The Signing Tree car park has 15 spaces plus 2 blue badge spaces and is operated on a first come first served basis. The gate for the car park is to the right of the building as you face it. You will need to press the buzzer for BID reception.

There are 2 nearby car parks within 5 minutes' walk from the venue:

Broadway Plaza car park

220 Ladywood Middleway

B16 8LP

<https://www.apcoa.co.uk/parking/birmingham/broadway-plaza/>

As you come out of the Broadway Plaza onto Francis Road turn right and walk down the road, Francis Road will lead onto Ladywood Road and the Signing Tree is on the left

Ladywood Duchess Road car park

Duchess Road

B16 8NS

https://www.birmingham.gov.uk/directory_record/6671/ladywood-duchess-road-car-park

As you come out of the car park walk east onto Duchess Road towards Francis Road which will lead onto Ladywood Road and the Signing Tree is on the left

Please note there are on street parking restrictions in place outside the Signing Tree during normal working hours and all delegates need to take special care to read to sign posts.

Speakers

Nigel Ball

Deputy Director & Head of Commissioning Support, GO Lab



Nigel 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 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.

Nicola Bromage

Mental Health Commissioning Manager, Stafford and Surrounds CCG



Nicola is a Senior Strategic Lead across 6 CCG's in Staffordshire and Stoke on Trent. She is an experienced integrated commissioner, working across the NHS and Local Authorities and specialising in mental health, learning disabilities and autism as subject areas.

She is an expert at building effective, mature and extensive partnerships across provider trusts, primary care and key stakeholders in the health and social care economy to deliver strategic objectives and commissioning intentions. Nicola has a Post Grad in Healthcare Commissioning with a particular focus on leadership.

Eleanor Carter

Research Fellow, GO Lab



Eleanor is a postdoctoral research fellow at the Government Outcomes Lab. Her research focuses on innovations in social policy and outcomes-based commissioning. She joined the Blavatnik School of Government in 2016 having previously studied at the Universities of Cambridge and Sheffield.

Eleanor's doctoral research investigated the application of outcomes-based commissioning within the UK Government's welfare-to-work programmes. The analysis explores how particular programme design innovations map onto concerns of variable and potentially neglectful

service provision and assesses whether developments in payment structure and governance arrangements deliver value for money to commissioners.

Before moving to Oxford, Eleanor gained experience from the policy-maker perspective working as an advisor for the Social Investment and Finance Team in the UK's Cabinet Office and through collaborative research projects with the Department for Work and Pensions. Eleanor's work has been published in a range of journals including *Social Policy and Administration* and *Journal of Social Policy*. Key research outputs have also been translated into policy submissions and Eleanor frequently advises on policy design and evaluation strategies for government departments and voluntary sector organisations.

Tara Case
Chief Executive, Ways to Wellness



Tara is the Chief Executive of [Ways to Wellness](#), a large-scale social prescribing service in Newcastle upon Tyne and the first health service in the UK (and globally) with social impact (SIB) funding. She has led Ways to Wellness since its launch in early 2015, building the service delivery to thousands of patients through a partnership with local charities and social enterprises, NHS commissioners and private investment.

Tara's career experience in health includes senior management work in NHS commissioning and a decade of clinical patient care as an occupational therapist in England and Canada. Tara holds an MBA from Durham University, an MSc from McMaster University and a BSc from the University of British Columbia. Tara is a 2018 Fellow of Practice at the Government Outcomes Lab, University of Oxford. Tara

is also a Fellow of the Clore Social Leadership Experienced Leader Programme (2018-2019). Tara is interested in the cross-sector collaboration inherent in social impact bonds and, relatedly, the transformational potential of outcomes-based commissioning.

Claire Dove
Crown Representative, VCSE



Claire Dove was appointed Crown Representative for the Voluntary, Community and Social Enterprise sector in February 2018.

In her role, Claire works alongside government departments and the Crown Commercial Service to strengthen the sector, support the upcoming Civil Society Strategy and encourage voluntary, community and social enterprise organisations to operate more commercially.

Mark Ellerby
Director, Cloudberry Innovation & Development



Mark has developed and grown PSIAMS Systems (now a wholly owned subsidiary Social Enterprise of Dudley CVS) to be a solutions-focused software company that specialises in supporting not for profit organisations to become more efficient, better able to demonstrate their impact and enhance service delivery. Mark also runs Cloudberry Innovation and Development, a pioneering consultancy Social Enterprise that enables individuals, communities, social enterprises and businesses to grow and prosper in difficult economic conditions.

Mark has a wealth of experience of service redesign across the charitable and education sector.

Henry Kippin
Director of Public Service Reform, West Midlands Combined Authority



Dr Henry Kippin is Director of Public Service Reform at the West Midlands Combined Authority, responsible for its work on public services, wellbeing and inclusive growth. He has a background in public policy, strategy and social change, most recently as Chief Executive of the social enterprise Collaborate CIC, which he led from start-up to recognised experts in delivering public service and cross-sector collaboration.

Henry is currently a visiting fellow of the United Nations Development Programme's Global Centre for Public Service Excellence, and at Newcastle University Business School. He tweets at @h_kippin.

James Magowan
Senior Policy Adviser, Centre for SIBs, Office for Civil Society, DCMS



James joined DCMS as a Senior Policy Adviser in the Centre for SIBs in April 2018. His focus on data and evaluation includes the partnership with the GO Lab and managing the evaluation of the Life Chances Fund. Prior to work in Whitehall, James spent a year consulting on devolution plans at Suffolk County Council, working across devolution local authorities and stakeholders on a range of policy areas.

James's earlier career was at national charity Tomorrow's People, where he was a Business Director leading the charity's involvement in the set up of innovative youth employability programmes such as ThinkForward and MyGo. He also led the charity's research and development unit, Praxis. James has 10 years private sector experience in executive search, leading projects for the likes of Google, eBay and Diageo.

Vanessa Newey
Programme Lead, Rewriting Futures Programme, St Basils



Vanessa is an experienced Performance Management Analyst and more recently the Programme Lead for the St Basils Rewriting Futures programme, a Social Impact Bond funded support service for young homeless people with complex needs supporting them in to stable accommodation, training and employment. Vanessa led a team of 15 staff to support over 350 young people, whilst also overseeing the performance management of the programme to ensure that outcome targets were met. The programme was hugely successful, achieving the original target 6 months early.

Katy Pillai
Investment Director, Big Issue Invest



Katy is an Investment Director with Big Issue Invest, a leading UK impact investment firm founded in 2005. Katy runs Big Issue Invest's Outcomes Investment Fund that invests in social impact bonds, the second fund of this type globally. Katy has extensive experience of impact bonds and results-based financing in the UK and emerging markets, across a range of sectors. She developed programmes on behalf of outcomes funders and commissioners while a Consultant with leading SIB intermediary Social Finance and supported Varthana, a fast-growing Indian finance company, to use outcomes-based funding to link loan pricing to improvement in education quality.

Katy was a leveraged finance banker with UBS and RBS before moving into the impact investment sector in 2013. She is a CFA Charterholder and an Associate of the Chartered Institute of Bankers. She is a director of the Financial Inclusion Forum, which aims to raise awareness and participation in the financial inclusion sector worldwide, and a grant panel member for homelessness charity Crisis.

Paul Riley
Executive Director, Outcomes UK



Paul Riley is Executive Director of advisory organisation Outcomes UK. He provides support on alliance development, outcomes based contracting and Social Impact Bond commissioning and is currently involved in a range of Life Chances Fund related applications.

This builds on over 15 years' experience in children and adult social care and health fields, and over 30 years' worth of expertise in developing and implementing redesigned value chains to improve outcomes, manage commercial risks, and reduce costs.

Paul was previously an Executive Director of Core Assets, an international children's social care organisation, where he led on the development and securing of new large payment by results solutions, and in particular Social Impact Bond opportunities. He secured and managed Core Assets' Step Down SIB with Birmingham City Council and has also led bids for SIBs in Australia and Canada.

Paul is currently a Public Governor of a specialist mental health and learning disabilities NHS Trust and prior to this was a Governor of Newman University, Birmingham.

Robert Pollock
Director, Social Finance



Robert joined Social Finance in 2016 and leads on the work on reforming public services. He partners with public, private and third sector organisations to develop and implement business cases that have social impact. Robert has a particular interest in whole place systems, commissioning, and the role of predictive analytics and digital to deliver better outcomes.

Prior to Social Finance, Robert was a senior civil servant at HM Treasury and worked across a number of policy areas under four Chancellors. He has held leadership positions at the United Nations in New York, Department of Communities and Local Government, Westminster City Council and the National Infrastructure Commission. In 2013, he founded the Public Service Transformation

Network, a cross-Whitehall unit that partnered with local government, communities and the wider public sector to test and scale outcomes-based delivery models.

Robert is a Board member of the New Local Government Network, Director of the Public Service Transformation Academy - a social enterprise that delivers a commissioning leadership programme, and a Fellow of the Royal Society of Arts. He holds a graduate degree from the University of California, Berkeley.

Adam Swersky
Director, Social Finance



Adam is a Director at Social Finance. He leads Social Finance's Health and Employment Partnerships initiative, which aims to get support people with health conditions into work. As part of this, Adam launched the world's first Social Impact Bond in health and employment, Mental Health and Employment Partnership, and has worked with NHS England and the DWP/DH Joint Work and Health Unit on some of their flagship health and work programmes. He was previously a Project Leader at The Boston Consulting Group (BCG) and was a core member of the social investment team.

Adam was also previously seconded to the Clinton Health Access Initiative, where he supported a West African country to access a subsidy for malaria medication. Adam has a BA in Economics from the University of Cambridge and an MBA from INSEAD.

Delegates list

Name	Role	Organisation
Adam Swersky	Director	Social Fiance
Ali Clintworth	Fund Manager	Riverside
Alison Atkinson	Market Development and Engagement Officer	Worcestershire County Council
Alison Spence	Senior Performance Analyst	West Midlands PCC Office
Aman Johal	Investment Associate	Big Society Capital
Amy Evans	Commissioning Manager	Staffordshire County Council
Andrea Buckley	Community Development Service Manager	Coventry City Council
Andrea Blake	Commercial Contracts Manager	Worcestershire County Council
Andrea Potts	Assistant Director Early Help & Commissioning	Walsall Children's Services
Andrea Smith	Head of Integrated Commissioning	Wolverhampton CCG
Andreea Anastasiu	Policy & Engagement Officer	The Government Outcomes Lab
Andrew Marriott	Senior Commissioning Manager - AAD and MH	Staffs County Council
Andrew Sjurseth	CYP MH Commissioner	Warwickshire County Council
Arun Verma	Commissioning - Qualitative Analysis	Surrey County Council
Austin Rodriguez	Commissioning Manager	Birmingham City Council
Carol Herity	Head of Partnerships	Birmingham and Solihull CCG
Carol Woodfield	Commissioning Manager	Birmingham City Council
Chandry Mistry	Independent	
Chris Stanley	Public Health Commissioning Officer	Staffordshire County Council
Christina Walding	Programme Manager	Coventry City Council
Claire Dove	VCSE Crown Representative	UK Government
Crispin Atkinson	Director	Redhill Consultants
Darren Wright	Director	Inside Outcomes CIC
David Griffiths	Strategic Procurement Manager	Worcestershire County Council
Deborah Webster	Service Manager	Shropshire Council
Dennis Wilkes	Assistant Director of Public Health	Birmingham City Council

Eleanor Carter	Research Fellow	The Government Outcomes Lab
Emily Fernandez	Commissioning and Performance Lead	Warwickshire County Council
Eve Askey	Owner	WOOtopia Consulting
Ged Bowles	Associate Director for Transformation	IEWM
Geetha Rabindrakumar	Head of Engagement	Big Society Capital
Gemma Stainthorp	Learning Disability Commissioner	Warwickshire County Council
Haley Macmichael	Procurement Business Partner	City of Wolverhampton Council
Haydn Brown	Head of Procurement Strategy & Development	Birmingham City Council
Heather Storey	Head of Commissioning, Children's Care and Support	London Borough of Barking and Dagenham
Helga Edstrom	Policy Manager	DCMS/OCS
Henry Kippin	Director of Public Service Reform	West Midlands Combined Authority
Ian Weller	Social Investment Lead	Sefton Council
Jackie Soulier	Commissioner	Warwickshire County Council
James Magowan	Senior Policy Adviser	Office for Civil Society, DCMS
Jenifer Smith	Programme Director, Diabetes Prevention	Public Health England
Jim Brooks	Director	Cogent Ventures
Jo Barber	Policy Officer Victims Services	West Midlands PCC's Office
Karen Murphy	Assistant Director - Commissioning	Solihull MBC
Karina Bowkett	Children's Commissioner	Warwickshire County Council
Kaye Dixon	Commissioning Officer	Staffordshire County Council
Katy Pillai	Investment Director	Big Issue Invest
Lesley Sawrey	Deputy Chief Finance Officer	Wolverhampton CCG
Lindsay Shackleton	SPM	Intraining, Rathbone
Lisa Lissaman	All Age Disability Commissioner	Warwickshire County Council
Lisa Taylor	Commissioning Officer	Coventry City council
Liton Ullah	Director	Think Social Solutions Ltd
Lynne Bowers	Associate	IEWM
Marion Versluijs	Commissioning Development Officer	Shropshire Council
Mark Ellerby	Director	Cloudberry Innovation & Development

Mark Shields	Managing Director	Simpact CIC
Marry Kennedy	Commissioning Manager	Birmingham City Council
Martin Quinn	Director	NCCTC Ltd
Miriam Silver	Consultant Clinical Psychologist / Director	LifePsychol Ltd
Neil Evans	Commissioning Development Manager	Shropshire Council
Nicola Bromage	Mental Health Commissioner	Stafford and Surrounds CCG
Nigel Ball	Deputy Director	The Government Outcomes Lab
Oliver Pollard	Investment Manager	Resonance Impact Investor Ltd
Patrick Finegan	Virtual Head	Sandwell Virtual School
Paul Riley	Executive Director	Outcomes UK
Paul Singh	CEO	Equal Education
Rachel Clift	Director for Health and Wellbeing	PeoplePlus
Rebecca Bowley	Strategic Manager - Commissioning and Partnerships	Stoke-on-Trent City Council
Robert Pollock	Director	Social Finance
Rose Younger	Strategic Commercial & Procurement	Dudley MB Council
Rosie Saffell	Postgraduate Researcher	University of Cambridge
Ruairi Macdonald	Intern	The Government Outcomes Lab
Safina Mistry	Strategic Service Lead	Public Health
Sam Penwill	Senior Business Development Manager	Shelter
Sanchit Kedia	UX Designer	Invenio Business Solutions
Sara-Ann Datta	Social Finance	Social Finance
Sarah Bass	Service Delivery Manager	Telford & Wrekin Council
Sarah Wilkins	Assistant Director - Early Help & Commissioning	Worcestershire County Council
Stacey Mann	Children's Commissioner	Warwickshire County Council
Sue Frossell	Consultant in Public Health	Coventry City Council
Tanyah Hameed	Research Assistant	The Government Outcomes Lab
Tara Case	Chief Executive	Ways to Wellness
Taryn Poole	Procurement Officer & Commissioning Specialist	Telford & Wrekin Council
Tracy Simcox	Lead Commissioner	Walsall Council



GOVERNMENT OUTCOMES LAB

Vanessa Newey	Programme Lead, Rewriting Futures Programme	St Basils
Vikki Holland	Chief Executive Support Lead	West Midlands Combined Authority
Vikki Stevens	Commissioning Officer	Staffordshire County Council

Organisers

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

Office for Civil Society, DCMS

- Helga Edström, Head of Local Intelligence West

West Midlands Combined Authority

- Vikki Holland, Chief Executive Support Lead

Improvement and Efficiency West Midlands (IEWM)

- Ged Bowles, Associate Director for Transformation

Big Society Capital

- Melanie Mills, Social Sector Engagement Director

Birmingham City Council

- Austin Rodriguez, Commissioning Manager
- Kalvinder Kohli, Head of Commissioning – Adult Social Care

Government Outcomes Lab

- Andreea Anastasiu, Policy & Engagement Officer
- Nigel Ball, Deputy Director and Head of Commissioning Support
- Claudia García, Projects Assistant

